

The Family Services Program

Work Plan Guidelines and Service Requirements

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**Wisconsin Department of Health Services
Office of Policy Initiatives and Budget
Tribal Affairs Office**

Family Services Program

The Family Services Program is a team-based approach to family-centered human service provision that relies on evaluation to show success. The FSP combines the flexibility of consolidated program funding with client-centered case planning to create service provision that has buy-in from the people receiving services. Safe and reliable child care and respite care must be available to all families referred to Family Services Program counseling and/or program services.

The basic premise of the Family Services Program is to provide flexible funding so that several agencies can form teams with the ability to resolve a wide variety of issues. This is achieved by designing personalized care for each client using case plans and activities that target a client's strengths and needs, while incorporating support from his or her family and other supporters. Tribes receiving a Coordinated Services Team (CST) grant are expected to fully incorporate CST into the Family Services Program.

Because human service needs rarely occur in isolation, the Family Services Program treats the whole person, the family, and the wider community. Given the complexity of human service issues, it is expected that a comprehensive Family Services Program will provide an array of inter-related services, which are developed and evaluated in accord with local community needs identified through a comprehensive needs assessment. Each tribe has the flexibility to include and emphasize the services that they determine will meet the community's, and ultimately each family's, needs.

The range of services in a work plan must include, but is not limited to the following:

1. Adolescent parent self-sufficiency & pregnancy prevention
2. Substance abuse prevention and treatment
3. Child/Respite care
4. Family preservation and support services
5. Choices for girls and young women
6. Empowerment of individuals, families, and communities (particularly low income persons) to overcome the effects of poverty
7. Domestic Abuse prevention and education
8. Coordination with county and private social service agencies for the delivery of culturally appropriate social and mental health services to tribal members.

Services between programs must be integrated to the maximum extent possible. Integration occurs when multiple services are combined to address common needs in areas such as:

- a) Providing access to services
- b) Advocacy/Case management & Program coordination
- c) Community education
- d) Crisis intervention
- e) Direct services
- f) Prevention
- g) Professional development

Strong program evaluation and reporting methods are necessary for a Family Services Program to be successful. Technical assistance is available through the Tribal Affairs Office of the Wisconsin Department of Health Services, which can be scheduled by calling 608-267-5068 or 608-267-2185.

GENERAL PROGRAM REQUIREMENTS

When providing Family Services Program funded services the following program requirements must be met:

1. These funds may not be used to supplant existing funds.
2. A comprehensive assessment of community needs and strengths must be conducted as part of the agency's work plan. The assessment will incorporate a variety of methods to identify community needs.
3. These funds cannot be used for any activities that relate to providing voters or prospective voters with transportation to the polls or provide similar assistance in connection with an election or any voter registration.
4. These funds shall be used by tribes to provide culturally appropriate social and mental health services in conjunction with services available through county departments of social services or public welfare, created under s. 46.22 or 49.51, or by boards created under s. 51.42 or 51.437.
5. Family Services Program funds are not to be used for out-of-home child placement costs.
6. If any Wisconsin tribe receives its CSBG allocation directly from the Federal Office of Community Services, its state allocation will be reduced by the amount of the federal award and the state funds will be redistributed to eligible tribes.
7. Funds may not be used for the purchase, construction or permanent improvement (other than low-cost residential weatherization or other energy-related home repairs) of any building or other facility.
8. Grantee shall comply with section 20.9275 of the Wisconsin Statutes as amended by 1997 Wisconsin Acts 27 and 237 and is subject to the penalties for violation prescribed therein. No "program funds" as defined in that section shall be used in any "pregnancy program, project or service" as defined in that section for any abortion-related activities as described in sec. 20.9275 (2)(a). If Grantee operates any other "pregnancy program, project or service" that provides abortion-related activities as described in sec. 20.9275 (2)(a) with funds other than "program funds," that program, project or service shall be separate and distinct in all respects, including organization, operation and accounting, from any "pregnancy program, project or service" funded with FSP funds.

GOOD PRACTICE GUIDELINES

The following guidelines represent good practice values and standards to be used when developing and implementing a Family Services Program.

When providing services to families the following represents best practice standards and values:

- Measurable outcomes are developed when program services are set up.
- A method of evaluation and data collection is built into services to measure whether intended benefits are being transferred to program participants. (surveys, pre & post-tests, etc.)
- Ongoing evaluation is part of planning and service provision.
- Families are partners with service providers, with each member being considered an expert in his/her own life.
- Intervention strategies build on the strengths and resources of the family.
- Embrace the belief that families have the capacity to change and that most troubled families want to improve their situations.
- Each family is considered a unique situation.
- The dignity of each family member is respected and preserved.
- The needs of children are best met when they are raised in families where they are protected and encouraged to become adults who will contribute to society.
- Services are holistic and ecological, encompassing the family, extended family and the community.
- Tribal domestic abuse programs are encouraged to be members of Wisconsin Indians Against Abuse (WIAA). Membership means regularly attending meetings and collectively working with other tribal DV programs and the Lac du Flambeau Statewide Domestic Violence Shelter.

REPORTING REQUIREMENTS

Quarterly reports must be submitted to the DHS Tribal Affairs Office by the end of the month following the end of each quarter.

Online Substance Abuse Prevention Services Information System (SAP-SIS) information must be submitted annually. Go to <http://dhs.wisconsin.gov/substabuse/sapsis/> for more information or contact Lou Oppor at 608-266-9485.

Glossary of Terms

Three-Year Work Plan Format

Outcomes are benefits experienced by participants during or after their involvement with a program. Outcomes are a natural result or consequence of activity. They measure the desired effects of services. Outcomes may relate to knowledge, skills, attitudes, values, behavior, condition or status. Examples of outcomes include greater knowledge of parenting, more effective responses to conflict, increasing graduation rates in the community, and decreasing inhalant abuse.

There can be various "levels" of outcomes, with initial outcomes leading to longer-term ones. For example, a youth in a mentoring program who receives one-to-one encouragement to improve academic performance may attend school more regularly, which can lead to getting better grades, which can lead to graduating.

Outcome Indicators are the specific items of information that track a program's success on reaching outcomes. They describe observable, measurable characteristics or changes that represent achievement of an outcome.

Activities are what a program does with its resources - the services it provides to fulfill its mission. Examples are conducting counseling sessions for families, educating the public about signs of child abuse, and providing adult mentors for youth. Program *activities* result in *products*.

Resources are what a program uses to provide services. Examples are staff, elders, volunteers, facilities, equipment, curricula, and money. A program uses *resources* to support *activities*.

Coordinated Services Team is a designed group of community and social service providers who collectively design and provide services to families referred to the Family Services Program.

Quarterly Report

Baseline Data is performance data that is used for comparative purposes. A program can use its own data as a baseline against which to compare future performance. It also can use data from another program as a baseline. In the latter case, the other program often is chosen because it is exemplary and its data are used as a target to strive for, rather than as a baseline.

Cumulative Outcome Finding is an indication of the level of achievement of the outcome. It is a numerical summary of the indicator for a specified time period. The cumulative outcome finding is compared against the baseline to determine progress in achieving the outcome. The information collected for most outcomes will be information on individual participants. However, information for individuals will not be reported but will be combined as a measure of outcome achievement.

Influencing Factors are participant or program characteristics that may influence the participant's level of achievement of the outcome. For example, age, gender, education, geographical location, number of training sessions attended, etc.

SERVICE PROVISION

Each Family Service Program is required to provide services in each area outlined below. The scope and design of those services is up to each individual tribal community.

YOUTH SERVICES

Requirements

When providing prevention and intervention services and activities to adolescents, such as CHOICES for Girls, AODA prevention, pregnancy prevention and violence prevention, the differences in how males and females experience these issues should be taken into account. Services shall be structured so as to increase the development of sound decision-making and strong communication skills, promote graduation from high school and expand career and other options that address the needs of adolescents.

CHOICES & Adolescent Parenting/Self-Sufficiency

Issues of primary concern addressed to girls and young women should be building self-esteem, preventing and treatment/recovery services after sexual assault/abuse, career exploration, pregnancy prevention and the effects of sex role stereotyping.

Additionally, services to adolescent parents, ages 13-19, both males and females, should emphasize high school graduation and vocational preparation, training and experience. Services should also be structured so as to strengthen the adolescent parent's capacity to fulfill parental responsibilities by developing social skills and increasing parental education/skills.

Youth Substance Abuse and Violence Prevention

The Family Services program includes funding from the Safe and Drug Free Schools grant and must comply with the following Five Principles of Effectiveness:

- Principle One: A program or activity shall be based on an assessment of objective data regarding the incidence of violence and illegal drug use in the schools and communities to be served, including an objective analysis of the current conditions and consequences regarding violence and illegal drug use, including delinquency and serious discipline problems, among students, who attend such schools (including private school students who participate in the drug and violence prevention program) that is based on ongoing local assessment of evaluation activities.
- Principle Two: A program or activity shall be based on an established set of performance measures aimed at ensuring that the elementary schools and secondary schools and communities to be served by the program have a safe, orderly, and drug free learning environment;
- Principle Three: A program or activity shall be based on scientifically based research that provides evidence that the program to be used will reduce violence and illegal drug use;
- Principle Four: A program or activity shall be based on an analysis of the data reasonably available at the time, of the prevalence of risk factors, including high or increasing rates of reported cases of child abuse and domestic violence; protective

factors, buffers, assets; or other variables in schools and communities in the State identified through scientifically based research ; and

- Principle Five: A program or activity shall include meaningful and ongoing consultation with and input from parents in the development of the application and administration of the program or activity.

Best Practice Guidelines

A program may use these funds to carry out activities that comply with the principles of effectiveness, such as age appropriate and developmentally-based activities that:

- Address the consequences of violence and the illegal use of drugs, as appropriate;
- Promote a sense of individual responsibility
- Teach youth that most people do not illegally use drugs;
- Teach youth to recognize social and peer pressure to use drugs illegally and the skills for resisting illegal drug use;
- Teach youth about the dangers of emerging drugs; and
- Engage youth in the learning process
- Activities that involve families, community sectors (which may include appropriately trained seniors) and a variety of drug and violence prevention providers in setting clear expectations against violence and illegal use of drugs and appropriate consequences for violence and illegal use of drugs.
- Dissemination of drug and violence prevention information to schools and the community
- Professional development and training for, and involvement of program staff, parents and interested community members in prevention, education, early identification and intervention, mentoring, or rehabilitation referral, as related to drug and violence prevention.
- Drug and violence prevention activities that may include the following:
 1. Community-wide planning and organizing activities to reduce violence and illegal drug use, which may include gang activity prevention.
 2. Conflict resolution programs, including peer mediation programs that educate and train peer mediators and youth anti-crime and anti-drug councils and activities
 3. Programs that encourage youth to seek advice from and confide in a trusted adult regarding concerns about violence and illegal drug use
 4. Expanded mental health services related to illegal drug and violence, including early identification of violence and illegal drug use, assessment, and direct or group counseling services provided to youth, parents, and families by qualified mental health service providers.
 5. Drug and violence prevention activities designed to reduce truancy
 6. Age-appropriate, developmentally-based violence prevention and education programs that address victimization associated with prejudice and intolerance, and that include activities designed to help students develop a sense of individual responsibility and respect for the rights of others, and to resolve conflicts without violence.

7. Emergency intervention services following traumatic crisis events, such as a shooting, major accident, or a drug-related incident that have disrupted the learning environment
8. Community service, including community service performed by expelled students, and service-learning projects.

AODA PREVENTION & TREATMENT SERVICES

Requirements

- 1) Must continue Maintenance of Effort, i.e. the local tribal substance abuse funding level shall be maintained, not decreased, from the previous year's level
- 2) May not be used to provide in-patient hospital services
- 3) Must be in compliance with HSS 61, Subchapter III (Standards for Community Alcohol and Other Drug Abuse Programs)
- 4) Must establish plans for the certification of participating AODA counselors within three months of the start of the contract period
- 5) Must give priority to pregnant women and/or women with dependent children.

The primary focus for the program is families with children that are experiencing AODA problems in conjunction with other issues (sexual abuse, child or spousal abuse, delinquency, emotional problems, etc.).

In the area of AODA parenting skills enhancement, the incorporation of culturally appropriate curriculum with a family-based approach is a key to success. Funding can be used in a variety of areas: development of culturally appropriate curriculum, community awareness and support activities, evaluation of training curriculum, identification of program participation, etc.

Best Practice Guidelines

Comprehensive AODA Services should provide an array of services targeted at but not limited to:

- 1) Pregnant women
- 2) Women with dependent children
- 3) Intravenous drug abuse
- 4) Elderly
- 5) Disabled
- 6) Child daycare
- 7) Fetal alcohol syndrome
- 8) Family support
- 9) Outreach
- 10) Domestic abuse against women, etc.

In-Home AODA Services

Best practice standards for alcohol and other drug abuse **in-home** services in native communities include the following:

- 1) Implements holistic treatment stratagems;
- 2) Promotes inter-generation perpetuation of “healthy families” as defined by each community;
- 3) Provides the least restrictive setting possible;
- 4) Involves every member of the family;
- 5) Eliminates childcare and transportation problems;
- 6) Oriented to traditional Native American values of the community;
- 7) Provides an opportunity to observe the family in their home environment;
- 8) Sets an example for younger children in terms of alternative ways to deal with problems (physical, mental, emotional, spiritual, financial, etc.) other than substance abuse;
- 9) Identifies families with children at risk for out-of-home placement;
- 10) Recognizes other services that may be needed in the home.

RESPITE & CHILD CARE

Requirements

Child Care funds must be used in compliance with state allowable cost guidelines for one or more of the following:

- a. Child care for working low-income families participating in Family Services Program activities, in education or training programs or in the process of seeking work may be funded through the use of vouchers issued to parents, contracts with providers for purchase of services or provided by the tribe.
- b. Child care may be funded for families with crisis or respite needs, which includes funding supportive services to families such as: staff training, parent education and training, counseling, consultation, emergency transportation, coordination, information and referral, and other services to meet emergency 24 hour needs (with the exception of emergency foster care).
- c. Child care providers, including start-up, improvement and expansion of child care services and facilities, and recruitment, education and training for persons providing child care may also be funded.

Tribes must decide for themselves which of these needs to target, and tribes are responsible for setting eligibility criteria and payment rates.

Child care services must be provided according to federal Child Care and Development Block Grant regulations and standards. Tribes must comply with CCDBG standards and policies in the state work plan.

DOMESTIC ABUSE

Requirements

The Domestic Abuse area provides support and services to victims of domestic abuse and their children, educates the community and promotes a community response to domestic abuse. The following minimum program requirements must be met:

The following services must be provided:

- 24-hour phone line. Live coverage is provided every day of the week, including holidays. The crisis line must have toll-free access or be available to the service area via a local call. The phone line is operated by staff or volunteers trained in the area of domestic abuse. The crisis line number is publicized in the service area through such means as brochures, posters, etc.
- Counseling and Advocacy. Counseling includes individual and group sessions. The goal of counseling sessions is to empower the domestic abuse client and to give information that will enable the client to identify needs and get needs met. Domestic abuse clients must have access to individual counseling provided by paid staff or volunteers trained in the area of domestic abuse. Regular support groups are offered. Advocacy includes assisting a client in obtaining a service resource in the following areas: social services, legal assistance (including assistance with obtaining a restraining order and court accompaniment), financial resources, educational resources, employment, child care, medical resources, law enforcement assistance, housing, translation and/or interpretation services. Advocacy also includes working with professionals in relevant systems to overcome barriers, which prevent domestic abuse victims and their children from receiving services appropriate to their needs.
- Referral and follow-up services. Referral services must be provided in response to individual inquiries for specific information about community services and resources. Follow-up services are defined as periodic contact and access to the domestic abuse program by individuals who have used the tribe's direct services.
- Community Education. The tribe must undertake activities that increase public knowledge about, and responsiveness to, domestic abuse victims and the problems and issues they face. The tribe must publicize the services available in the target area. Community education activities should include both the distribution of printed material and in-person appearances. Programs must consider the presence of different ethnic and cultural groups in their service area, as well as other special populations, including older victims of domestic abuse and persons with disabilities.
- **Tribes must provide a 25% match of funds. Match can come from cash or in-kind sources.**
- Training must be provided to all paid staff and volunteers, and the training must include:
 1. Basic information on domestic abuse
 2. Crisis counseling and listening skills
 3. The importance of confidentiality
 4. Policies and procedures of the program

5. Overview of community resources
 6. Laws and legal procedures affecting domestic abuse
 7. Sensitive and appropriate services to special populations
 8. Dynamics of group living (for shelter workers)
- The tribe must comply with state statutes on confidentiality, which prohibit the revealing of any information about a client, except when it is required to fulfill the administrative purpose of the program or which prohibit disclosing the location of a service recipient and the service recipient's minor child without the informed written consent of the service recipient. A written policy that ensures compliance with state law must be available at the tribe. Clients are informed of their rights to confidentiality during the intake process. Files and data are maintained in a confidential manner.
 - Program funds cannot be used to provide batterers treatment or intervention services.
 - Couples counseling is not considered a safe or appropriate practice in situations where domestic violence is or has been present. In situations where domestic violence has been present, couples counseling may only be used if the perpetrator has successfully completed an approved batterers' treatment program, the relationship has been violence-free for a period of at least one year, and at the request of the victim/survivor. Parties wishing to make referrals for or provide couples counseling in such situations are encouraged to consult with the tribal domestic abuse program.
 - Fees may not be charged to victims who receive services provided by this grant.
 - If a required service is not provided directly by the tribe but is provided by another organization, the tribe must have a written service agreement or a subcontract with the provider of the required service. DHFS staff must approve written service agreements. The agreement or subcontracts must state clearly who will provide what service and how. It must include the period of time covered by the agreement and be signed by authorized officials of both parties to the agreement.

DV Best Practice Guidelines

Tribal domestic abuse programs should be members of American Indians Against Abuse (AIAA), which means regularly attending meetings and collectively working with other tribal DV programs and the Lac du Flambeau Statewide Domestic Violence Shelter. The tribe is encouraged to appoint a person to serve on the board of American Indians Against Abuse and to consult with the AIAA member in the planning and evaluation of services.

Domestic Abuse programs must participate in a Community Coordinated Response Team when one exists in their county or tribal area.

Domestic Abuse services shall establish or maintain relationships with other community agencies serving domestic abuse victims. Examples of such agencies are law enforcement,

the courts, social services, health care providers, the schools, Family Preservation and Support efforts, etc.

Domestic Abuse programs shall develop a method for assessing client satisfaction with services and incorporate that information into programming.

FAMILY PRESERVATION & SUPPORT

Requirements

The safety of children and family members is of paramount importance in providing services. Preservation, support and reunification services must be provided during the work plan period.

The intent of services is:

1. To enhance parents' ability to create safe, stable and nurturing home environments that promote healthy child development;
2. To assist children and families resolve crises, connect with necessary and appropriate services, and remain safely together in their homes whenever possible;
3. To avoid unnecessary out-of-home placements of children and to help children in out-of-home care return to their families or to another planned, permanent family.

Definitions & Examples

- A. Family Support Services** means community-based services to promote the well being of children and families. Services are designed to increase the strength and stability of families (including adoptive, foster, and extended families), to increase parents' confidence and competence in their parenting abilities, to afford children a stable and supportive family environment, and otherwise to enhance child development.

Examples of Family Support Services:

- Services, including in-home visits, parent support groups, and other programs designed to improve parenting skills. This is done by reinforcing parents' confidence in their strengths, and helping them to identify where improvement is needed and to help them obtain assistance in improving skills such as child development, family budgeting, coping with stress, health and nutrition.
- Respite child care to provide temporary relief for parents and other caregivers.
- Structured activities that strengthen the parent-child relationship.
- Drop-in centers to afford families opportunities for informal interaction with other families and with program staff, family resource centers, etc.
- Transportation, information and referral services to afford families access to other community services, including child care, health care, nutrition programs, adult education literacy programs, legal services and counseling and mentoring services.

- Early screening of children to assess their developmental needs, and then providing assistance to families to secure services needed to meet these needs.

B. Family Preservation Services are provided at the point of a family crisis that is likely to result in the imminent removal of a child from the home as determined by the tribal/county social/human service department. These services are often employed only after all other assistance has failed or has been judged inappropriate.

Examples of Family Preservation Services:

- Services that are time limited (6-12 weeks), intensive and delivered in-home; designed to meet the immediate safety needs of the family and to stabilize the family in order to plan for ongoing, less intensive services.
- Safety services, which are integral to family preservation, include: routine & emergency medical care, routine & emergency mental health care, routine & emergency alcohol or drug abuse services, in-home health care, supervision/observation, day care, respite care, basic home management/life skills training, parenting assistance, social/emotional support, individual or family crisis counseling, financial services, housing, chore services, transportation, and food/nutrition and clothing services.
- Intensive home-based therapeutic services and community networking.
- Comprehensive family-centered case management services.
- Home-based, family-centered casework services for families with children.

c. Time-limited Family Reunification Services are services and activities provided to a child who is removed from his/her home and placed with a foster family or a child caring institution. Family reunification services can also be provided to the parents or primary caregiver of the child in order to facilitate reunification in a timely fashion.

Examples of Reunification Services:

- Individual, group, and family counseling.
- Inpatient, residential or outpatient substance abuse treatment services.
- Mental health services.
- Assistance to address domestic violence.
- Services designed to provide temporary childcare and therapeutic services for families, including crisis nurseries.
- Transportation to or from any of the services and activities.
- Intensive case management.

Best Practice Guidelines

Family Support Services

- Programs, community events and services are focused on the family as a whole; organizers and service providers work with families as partners in identifying and meeting individual and family needs; family strengths are identified, enhanced, respected and mobilized to help families solve the problems which compromise their functioning and well-being, and enhance the skills a family already possesses.
- Programs and services promote the healthy development of children and youth, and promote permanency for all children.
- Services are timely, flexible and accessible to families and individuals and are delivered in a manner that is respectful of and builds on the strengths of the community and cultural groups.
- Services, programs, and community events are culturally and gender competent. Organizers and staff are required to develop an understanding of diversity issues.
- Services, programs and community events are accessible to persons with disabilities.
- Most child and family services and programs are community-based, involve community organizations, parents and residents in their design and delivery, and are accountable to the community and the needs of those who use the services and/or programs.

Family Preservation Services

- The primary goal of the program is to serve as an alternative to the unnecessary placement of children into foster, group or institutional care and to facilitate the reunification of families after a child has been placed outside the home.
- The program serves only those families where there is a risk of out-of-home placement as determined by the public child welfare agency, where a child is in placement and will be returning home, or where there is a permanency plan for adoption.
- The intensity of the services is determined by the needs of the family, not the needs of the agency.
- Services are provided in as natural a setting as possible, most often in the home or other settings chosen by the family.
- Availability of services is not restricted to normal agency hours.
- The program has policies and routine procedures that ensure safety for consumers, practitioners and community members to the greatest extent possible.
- The program has policies and practices that provide the level of support and training necessary to ensure provision of quality services.
- The public child welfare agency is an integral partner in program development and implementation of services.
- The program provides services that are responsive to cultural differences among clients. The program requires all staff to develop an understanding of diversity issues.

Intervention Activity Standards

- Services are tailored to each family and are delivered in a flexible manner that allows a high degree of responsiveness to client needs.
- Professionals collaborate with families in an ongoing process of assessing family strengths, values and problems, and by developing individualized, specific, attainable intervention and treatment goals.
- The outcome goal for the intervention is to keep families safely together.

HUMAN SERVICES FACILITATION

Requirements

Tribal human service providers are expected to form working relationships with county and state human service providers to establish and maintain culturally appropriate service provision procedures for American Indians in need of care in the locality. Activities include, but are not limited to:

- 1) Facilitating tribal members' direct access to county human services.
- 2) Establishing protocols with counties for service provision to serve tribal members.
- 3) Entering into Agreements or Memoranda of Understanding with state or county providers, which could include 161 Agreements, training agreements, etc.
- 4) Attending county and/or state meetings to discuss tribal service needs.
- 5) Serving on the DHFS-Wisconsin Indian Tribes Conference Planning Committee to make sure tribal training needs are addressed.
- 6) Serving on countywide/statewide boards and committees that address human service delivery/provision practices to ensure that services are culturally sensitive and appropriate.

SERVICES TO LOW INCOME INDIVIDUALS & FAMILIES

Requirements

Low-income individuals and families are defined as having income at or below 125% of the Federal Office of Management and Budget poverty guidelines. One of the purposes of FSP funding is to address the causes and effects of poverty in order to become more self-sufficient. FSP Programs must choose to address one or more of the following outcomes:

1. Low-income people become more self sufficient.

Services may include employment and related education and training. They may also include the supports necessary to succeed in the workplace, such as child care, health care, transportation, obtaining affordable housing, or emergency food assistance. They could also include helping people obtain court-ordered child support, opening Individual Development Accounts, helping families learn to budget, or improving their earnings through self-employment.)

2. The conditions in which low-income people live are improved.

Services may include creating jobs or preventing the loss of jobs that pay a "living wage;" building affordable housing; weatherizing homes; providing before or after school programs; preserving community resources or facilities that support families living in poverty; addressing pollution or waste disposal problems that threaten health

or safety of low-income communities; increasing or preserving community services that address public health and safety; increasing or preserving resources that .)

3. Low-income people own a stake in their community.

Services may include empowering and supporting low-income people's participation in formal community organizations, government, boards or councils that provide input into decision making or policy for the community; helping people purchase a business or their own home; and engaging low-income people as participants in activities that benefit the community.

4. Partnerships among supporters and providers of services to low-income people are achieved.

Activities may include partnership with other agencies or organizations in planning and service delivery on behalf of low-income families.

5. Agencies increase their capacity to achieve results.

Activities may include financial or volunteer resource development that directly benefits low-income individual and families.

6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments.

Activities may include providing emergency food, temporary shelter, vendor payments for food, energy bills, rent or mortgage, emergency transportation, protection from violence, disaster relief or clothing.

Note: No agency may purchase property or buildings or make improvements in property or buildings. Repairs are allowable.