

SPRINGFIELD PARTNERS FOR COMMUNITY ACTION

Community Assessment Report and Strategic Plan Years 2018 - 2020



721 STATE STREET, SPRINGFIELD MA 01109

Contents

I.	Executive Summary	3
II.	Board Authorization.....	5
III.	Agency Profile.....	6
IV.	Mission Statement.....	7
V.	Vision Statement	8
VI.	Community Profile	9
A.	Springfield Profile	9
1.	History	10
2.	Population	11
3.	Household Composition.....	13
4.	Veterans.....	14
5.	Economic Conditions	14
6.	Unemployment	20
7.	Transportation	21
8.	Crime	22
9.	Catastrophic Events	23
B.	Western Massachusetts Profile	25
1.	Hampden County.....	27
2.	Hampshire County.....	29
3.	Franklin County	30
4.	Berkshire County	31
VII.	Community and Internal Assessment Process.....	32
A.	Methodology	32
B.	Survey Results: Demographics	33
1.	Age	33
2.	Gender	34
3.	Race and Ethnicity	34
4.	Income.....	35
5.	Education Level.....	36
VIII.	Key Finding: Community Assessment.....	37

A.	First Concern: Housing.....	39
B.	Second Concern: Employment Opportunity and Skills	41
C.	Third Concern: Crime.....	44
IX.	Key Findings: Internal Assessment.....	49
A.	Methodology	49
B.	Survey Results	49
1.	<i>Staff Survey</i>	49
2.	<i>Board of Directors Survey</i>	50
3.	<i>Community Partners Survey:</i>	52
4.	<i>Client Satisfaction Survey:</i>	54
X.	Strategic Three Year Goals	57
A.	Goal One: Housing	57
B.	Goal Two: Employment	60
C.	Goal Three: Crime Reduction.....	63
XI.	Specific Objectives	65
A.	Housing Objective	65
B.	Employment Objective.....	66
C.	Crime Objective	67
XII.	Plan Monitoring and Reporting.....	69
XIII.	References.....	70

I. Executive Summary

Springfield Partners for Community Action is proud to be the first Community Action Agency in Western Massachusetts, established in 1964 shortly after the Economic Opportunity Act opened the way for a network of poverty-fighting agencies across the nation. It's fitting that, regionally, Community Action came first to Springfield, MA, the 'City of Firsts.' Throughout the more than 50 years of its existence, through economic downturns, deregulation, policy changes and ideological shifts, Springfield Partners has maintained the optimism of those early years.

As part of this network of over one thousand Community Action Agencies currently operating in the United States, Springfield Partners shares a commitment, not merely to assist low-income people, but to empower them. Community Action Agencies focus on long-range solutions to poverty relief through education and training. They include low-income individuals in the community's problem-solving and decision-making, by such means as volunteerism and representation on agency Boards of Directors.

In this Community Assessment Report and Strategic Plan we have articulated our mission statement and our vision for the future. We have profiled our agency and the community we serve using carefully gathered quantitative and qualitative data. We have discussed the approach we took to find and define our objectives for the next three years, clearly stated those objectives, and provided a timeline for their execution. This plan is our guide, developed carefully and thoroughly to keep us on task and to focus us continuously on our mission. It will be continuously reviewed and updated as needed.

In order to provide our community with the programs that best meet their needs in the coming three years, our Planning Committee developed a series of surveys and focus groups targeted to stakeholders. From the surveys alone we obtained over 1,000 responses, a more than fivefold increase over responses gathered for our 2014 Community Action Plan. The

Committee used the data obtained via these methods to come up with a series of ambitious goals based on our stakeholders' perception of the three greatest needs in our community.

In recent years, we outlined a plan for developing outreach to a particularly vulnerable segment of the population: our veterans. This agency believes we have created a robust, successful new veteran's program which continues to grow. We did this while maintaining or expanding programming already in place. We also created a "financial literacy ambassadors" program, targeting multi-lingual and multi-cultural communities to create a cohort of trained and certified individuals to deliver financial literacy education and coaching to their peer communities.

For the coming three years, we desire to similarly reach out in new ways, while maintaining or improving our current offerings. We desire to combat blight while helping low-income individuals and families achieve home ownership. We want to help those without solid work histories take advantage of the many new jobs being offered in our region. We want to empower members of our community to discourage crime in their neighborhoods, while assisting individuals who have previously committed crimes from falling into recidivism.

Springfield, our area of service, is the original and oldest Springfield in the nation. Our age and our history can create great challenges for us in addressing poverty. Older housing stock and a vanished industrial economy set the stage for unemployment, lack of adequate housing and crime. However, our age and our history can also be our great strengths. Springfield has good bones! Many exciting economic initiatives in our area are revitalizing the city, bringing jobs and an enhanced environment. Our goal is to help bring the fruits of all of this new growth to all residents of our community.

II. Board Authorization

CERTIFICATION OF COMMUNITY ACTION PLAN AND ASSURANCES

The undersigned hereby certify that Springfield Partners for Community Action, Inc. complies with the Assurances and Requirements of this 2018- 2020 Community Assessment Report and Strategic Plan (CARSP) and the information in this CARSP is correct and has been authorized by the governing body of this organization.

Per Organizational Performance Standards the Community Assessment, which is part of the CARSP, must be formally accepted by the governing board.



Board President

6-29-17

Date



Executive Director

6-29-17

Date

III. Agency Profile

Springfield Partners for Community Action is the federally designated Community Action Agency (CAA) for the greater Springfield area, serving low-income individuals and families. Established in 1964 under the Economic Opportunity Act, Springfield Partners is a 501(c)(3) non-profit, SOMWBA-certified enterprise. The agency has 53 years of experience providing services and advocacy to alleviate the conditions of poverty for area residents.

Springfield Partners is a lifeline for the low-income residents of Springfield and Hampden County we help every year. Nearly 30 percent of Springfield residents live below the poverty line. We help these families break the cycle of poverty and attain economic stability through education, direct assistance and outreach. Some of our programs help people obtain assets, such as a home, a business or a college education. Other programs help maintain those assets through home weatherization, foreclosure prevention, and scholarships. We also help people make ends meet by facilitating access to affordable childcare, financial assistance, health care, fuel assistance, income tax filing assistance, food stamps (SNAP) and many more basic needs.

Springfield Partners currently administers 11 programs and provides assistance to more than 7,000 people annually. The agency has 50 staff members and an annual budget of \$4.5 million. Our service area for most programs is the City of Springfield (population 153,991 according to the 2014 census), although some of our programs, like Weatherization Assistance, Volunteer Income Tax Assistance, Low Income Taxpayer Clinic and Housing Counseling, are available throughout Hampden County. Our Veterans program is the most wide-ranging, reaching all four Western Massachusetts counties.

Springfield Partners has been led since 2000 by Executive Director Paul F. Bailey. Under his leadership, the agency has grown from two basic programs—Childcare and Weatherization—to 11 currently. With his focus on fiscal responsibility, the budget has risen from approximately \$1 million to \$4.5 million. Mr. Bailey is committed to growing the agency responsibly, increasing awareness of what we do, and partnering with other organizations to increase our effectiveness.

IV. Mission Statement

As part of the agency's strategic planning process, its Board of Directors reviewed the mission statement early in 2016. By ROMA standards, the then-current version was found to be missing two elements: population being served and services provided. The Board's Planning Committee was charged with developing several possible mission statements. Four versions were drafted. The agency's Organizational Standards Leadership Team examined the proposed programs and services to be sure they aligned with the new versions. At the August 25, 2016 Board meeting, the Board voted to revise the mission statement as follows:

Springfield Partners for Community Action's mission is to utilize and provide resources that assist people in need to obtain economic stability, ultimately creating a better way of life.

The populations we serve are people in need in our community. The services provided are a variety of resources which help them to obtain economic security. The desired outcomes are economic stability and a better way of life. Our relationships with others are forged in two ways: first of all, by utilizing resources in the community. We continue building and strengthening partnerships with non-profits, businesses, and individuals to be more efficient and proactive in offering short- and long-term solutions to the deserving residents of our community. Second of all, we relate with others by improving the way of life throughout our service area. Helping economically-challenged people obtain economic stability ultimately enhances the quality of life of everyone in Springfield.

V. Vision Statement

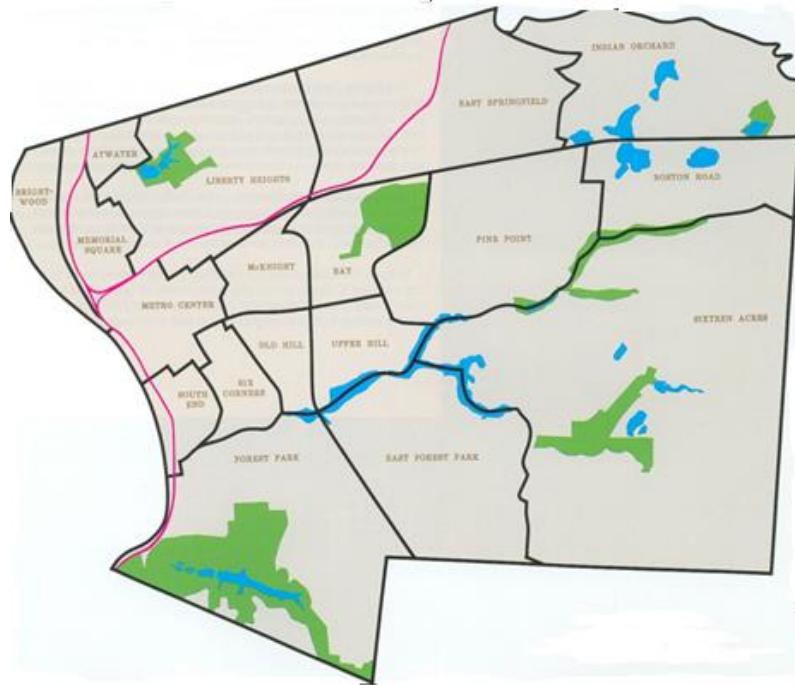
It is the vision of Springfield Partners for Community Action to become the most prominent local nonprofit organization in Springfield and the surrounding area. We are already growing with the needs of the community. We hope to offer still more financial services and educational programs to low-income families of our community, thereby better helping them achieve economic stability. In particular, we will focus on housing, employment/job skills, and the reduction of crime. In addition to programming that helps people purchase, maintain and stay in their homes, we will begin acquiring and renovating blighted properties. We will extend our employment support services to focus on individuals with no work history, such as those previously incarcerated. We will try to reduce crime through helping at-risk individuals overcome employment and housing barriers.

Ultimately, Springfield Partners would like to **transform** its facility into a **One-Stop Resource Center**, so we can **address the needs** of the community. Springfield Partners will be the first step in making the Greater Springfield area a better place to live. We would like our partnerships with non-profits, businesses, and individuals to be so effective that no one is turned away, that every person in need can either be served directly by our agency or routed seamlessly to the most appropriate resource.

VI. Community Profile

The Community Information Profile describes Springfield Partners' service area, target population and current economic conditions. The profile provides a summary of the most impactful conditions affecting the community and the conditions the community members are facing.

A. Springfield Profile



Springfield Partners for Community Action is the designated community action agency for the City of Springfield. Springfield is the hub of Western Massachusetts, which includes four counties: Hampden, Hampshire, Franklin and Berkshire. The city is also a vital hub of the "Knowledge Corridor," the Connecticut River-linked metro area of Springfield and Hartford, CT, with dozens of colleges and distinct cultural, educational and civic partnerships.

1. History



Springfield has 19 distinct neighborhoods. Springfield's neighborhoods fan out north, south, and east, from its original, colonial settlement in what is now Metro Center.

Initially and throughout colonial times, Springfield was oriented north-south along the Connecticut River, with Court Square at its center. Springfield's second neighborhood developed after George Washington and Henry Knox founded the Springfield Armory on a bluff in 1777.

A neighborhood filled in around the Armory, composed of attractive mansions and handsome apartment blocks. Springfield's third neighborhood formed when the Springfield Armory expanded its production facilities to what is now known as Watershops Pond; the neighborhood around the Lower Watershops became known as Upper Hill. With the arrival of the train in the 1830s, a fifth neighborhood took shape - although much of that neighborhood was destroyed to make I-291, one would now know it as southern Liberty Heights.

The miles between each of these neighborhoods gave rise to Springfield's first nickname, "The City of Magnificent Distances." However, as Springfield quickly became among the most wealthy cities in country, new neighborhoods filled in the gaps between the old ones (as in the case of the South End), and other neighborhoods were created from elegant designs, such as

the beautiful Victorian McKnight Historic District and the gorgeous Frederick Law Olmsted-designed Forest Park neighborhood.

Springfield's first "Gold Coast" was the Lower Maple, Maple-Hill, and Ridgewood Historic Districts. This area includes Mulberry Street, which was made famous by Dr. Seuss's first children's book *And to Think That I Saw It on Mulberry Street*. In 1881, Springfield's McKnight National Historic District became the United States' first planned residential neighborhood. The area features over 900 Victorian "painted lady" houses, similar to those found in San Francisco.

2. Population

Springfield Partners focuses its efforts on areas of concentrated poverty and vulnerable populations such as single parent households with children, seniors, persons with disability, racial minorities, and individuals who struggle disproportionately with the conditions of poverty.

Population Overview: With a population of approximately 154,000, Springfield is the largest city in Western Massachusetts and the third largest in the state, after Boston and Worcester. It has acreage of approximately 31.87 square miles, and is bounded by the Connecticut River to the west, the City of Chicopee and the Town of Ludlow to the north, the Town of Wilbraham to the east and the Town of Longmeadow to the south.

Springfield is economically, racially and culturally diverse, and becoming more so. Although the population grew only 1.3 percent between 2000 and 2014, the percentage of non-white inhabitants increased from 44 to 48 percent, while the Hispanic or Latino population rose from 27 to 38 percent.

Age: The city's population is slightly younger (32 years) than the Massachusetts average (39), with only 7.6 percent of the population under age five, 32 percent under the age of 19, and with 12 percent over the age of 65.

Age by Nativity in Springfield, Ma

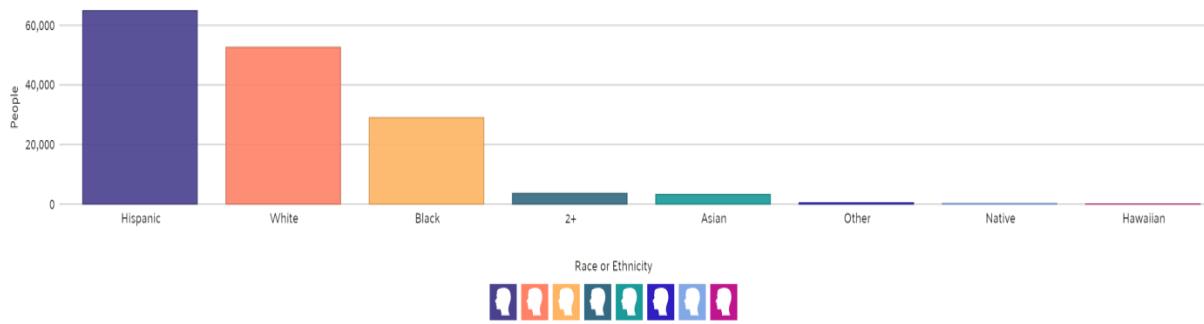


Dataset: ACS 5-year Estimate
Source: Census Bureau

DATAUSA:

Race and Ethnicity: Currently, 35 percent of the population is White, 41 percent is Hispanic (may be any race), two percent Asian, 20 percent African American and four percent other. According to a University of Massachusetts report, the city's population is expected to grow 8.9 percent by 2035.

Race & Ethnicity in Springfield, Ma

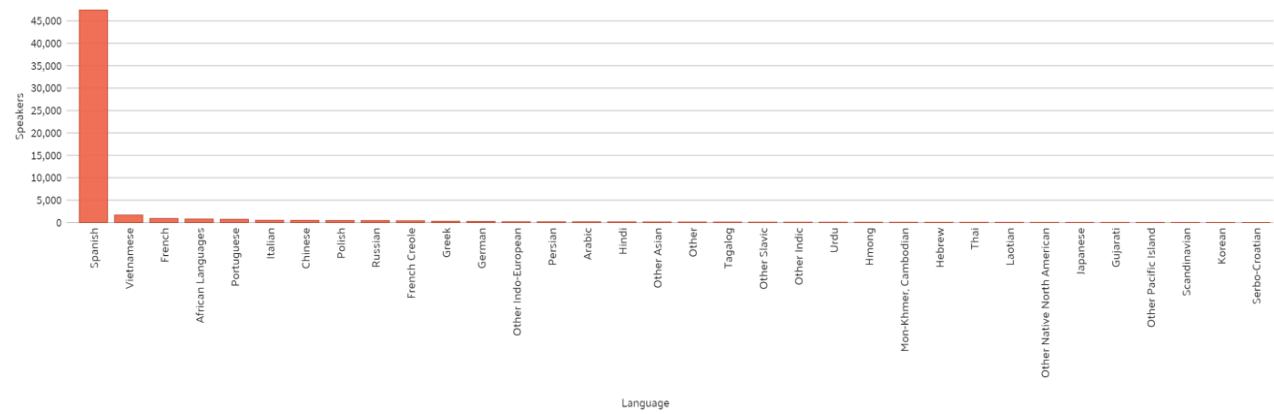


Dataset: ACS 5-year Estimate
Source: Census Bureau

DATAUSA:

The largest Asian-American community is the Vietnamese-American, numbering about 2,000. In addition, hundreds of refugees from Somalia, Syria, and other countries are resettled in Springfield every year. Around 11 percent of Springfield residents are foreign born, and nearly four in ten households speak a language other than English at home.

Languages in Springfield, Ma



Dataset: ACS 5-year Estimate
Source: Census Bureau

DATA USA:

3. Household Composition

In 2015, the City had a higher rate of single family households than the state as whole.

According to census estimates, 17.6 percent of households were headed by a single female with children under 18, and 2.9 percent were headed by a single male with children under 18. The average household and family sizes were slightly higher than the state average, with 2.67 and 2.53 persons respectively. 20.19% of people are married, with children. 36.81% have children, but are single.

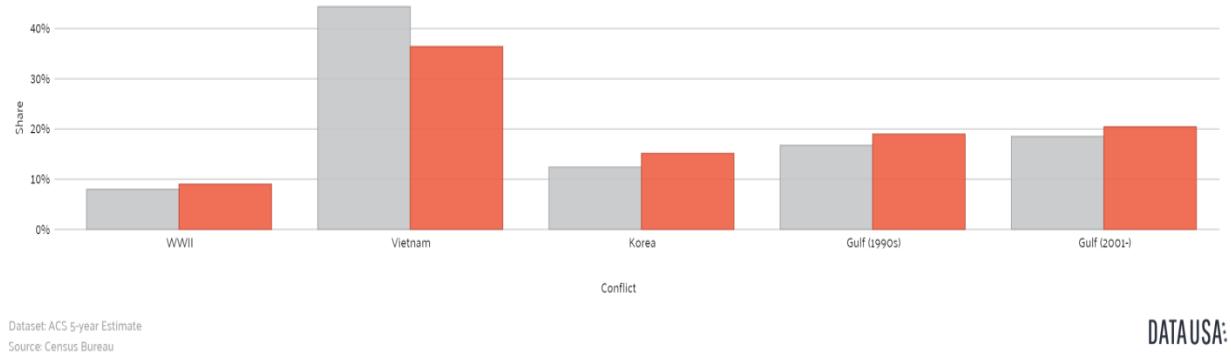
Married Population	36.65%
Single Population	63.35%
Now Married	32.53
Married But Separated	4.12%
Never Married	46.52
Widowed	5.51%
Divorced	11.32%
Married, w/children	20.19%
Married, no children	26.88%
Single, w/children	36.81%
Single, no children	16.12%

<http://www.bestplaces.net/people/city/massachusetts/springfield>

4. Veterans

In 2015, 5.1 percent of the population had veteran's status, most of who served in Vietnam, 1.8 times greater than any other conflict. There are 5723 veterans in Springfield, 5327 males and 396 Females.

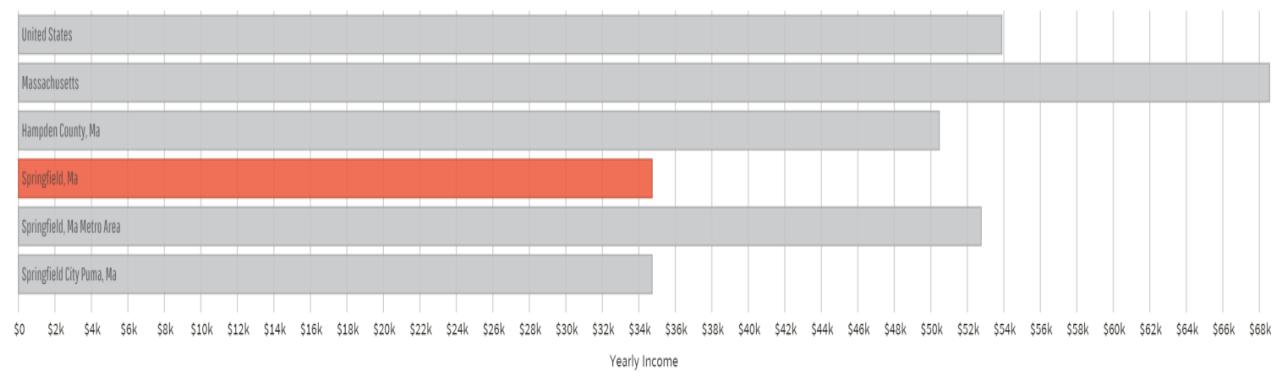
Veterans in Springfield, Ma



5. Economic Conditions

Springfield is one of the poorest communities in the state. While the 2015 median household income in Massachusetts was \$70,628, much higher than the country-wide median of \$56,516, in Springfield it was only \$38,398. More than one in four residents live below the poverty level, even though a quarter of that number are employed.

Median Household Income in Springfield, Ma



Wage Distribution in Springfield, Ma

The closest comparable wage GINI for Springfield, MA is from Springfield City PUMA, MA.



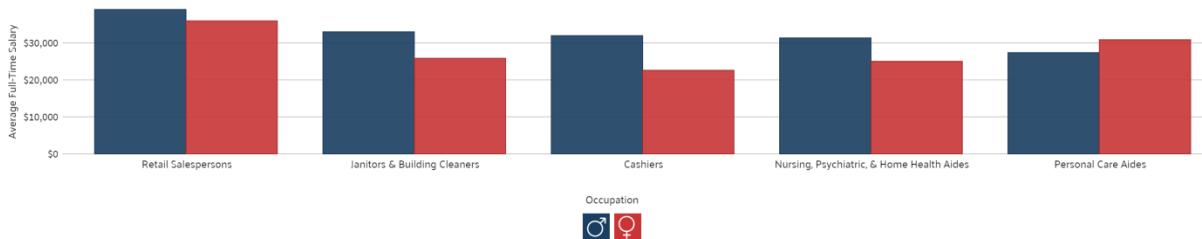
Dataset: ACS PUMS 1-year Estimate
Source: Census Bureau

DATA USA:

Women are more likely than men to be poor (32.2 percent vs. 27.6 percent).

Wage by Gender for Common Jobs in Springfield, Ma

Based on data from Springfield City PUMA, MA



Dataset: ACS PUMS 5-year Estimate
Source: Census Bureau

DATA USA:

Race and ethnicity are also major factors. The poverty rate for whites who do not identify as Hispanic or Latino was only 14.5 percent, while that for Blacks was 24.1 percent, and for Hispanics/Latinos was 45.4 percent.

Wage by Race & Ethnicity for Common Jobs in Springfield, Ma

Based on data from Springfield City PUMA, MA

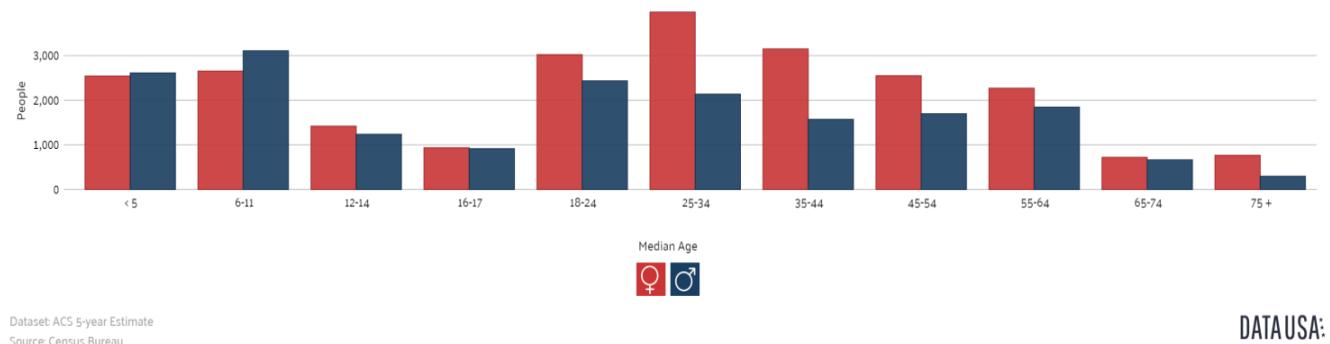


Dataset: ACS PUMS 5-year Estimate
Source: Census Bureau

DATA USA:

Children are particularly at risk. The poverty rate for children under five was 48.2 percent. Almost nine out of ten school children qualify for free lunch. Children in Springfield are more than six times as likely as seniors to live in poverty.

Poverty by Age and Gender in Springfield, Ma



Dataset: ACS 5-year Estimate
Source: Census Bureau

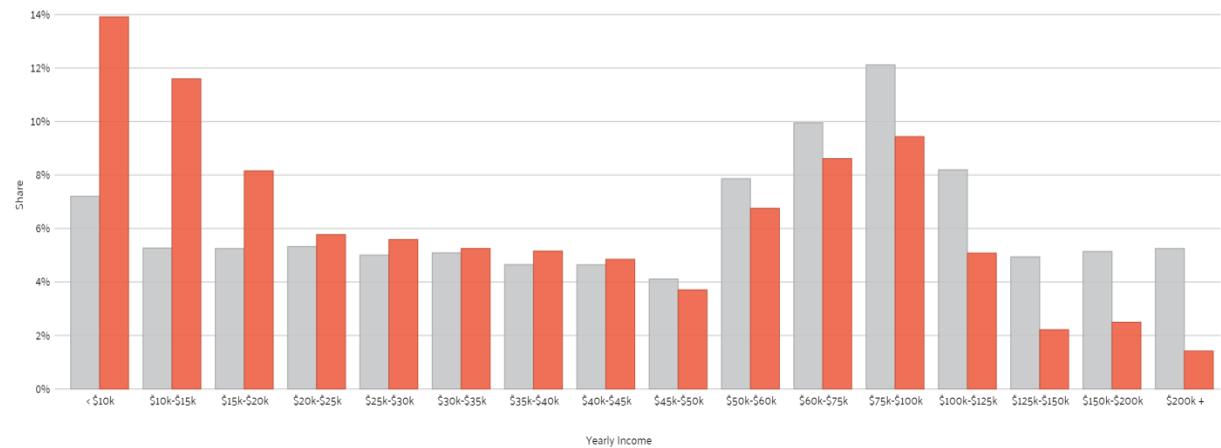
DATA USA:

The elderly are also at risk. Community profiles from a “Massachusetts Healthy Aging Report” commissioned by Tufts Health Plan show that more than one in three 65+ households in Springfield have incomes of less than \$20,000, and that Springfield elders fare worse than the state as a whole for most Healthy Aging Indicators, such as oral health, depression, obesity, Alzheimer’s, stroke, hypertension, and COPD. The report concludes that communities with poorer older residents tend to have worse health, and that healthy aging is, to some extent, a social justice issue.

The cost of living in Springfield is very close to the national average—only two percent higher—but much lower than for Massachusetts as a whole, which is almost 40 percent higher than the national average. The main reason for this relatively low cost of living is the cost of housing—just 70 percent of the national average. The median gross rent in 2015 was \$798. Nevertheless, maintaining adequate housing is still a struggle for many Springfield residents. Thirty percent of renters spent more than 35 percent of their household income on rent.

Household Income in Springfield, Ma

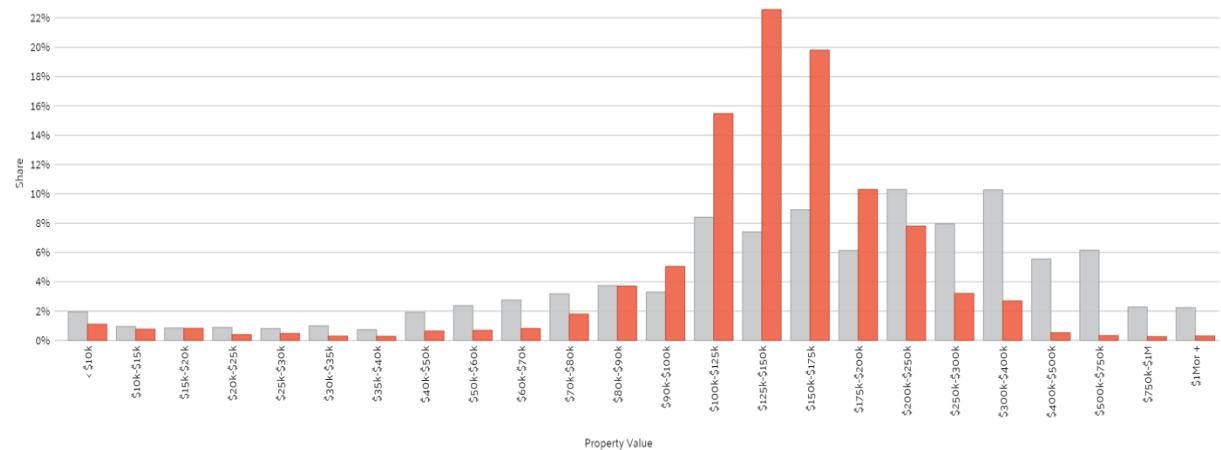
Please note that the buckets used in this visualization were not evenly distributed by ACS when publishing the data.



Dataset: ACS 5-year Estimate
Source: Census Bureau

DATA USA:

Property Value in Springfield, Ma



Dataset: ACS 5-year Estimate
Source: Census Bureau

DATA USA:

As of October 2016, 935 homes were in some stage of foreclosure, and the numbers keep rising. Around half the properties in Springfield are rented, 10 percent are vacant, and the remaining 40 percent are owner-occupied.

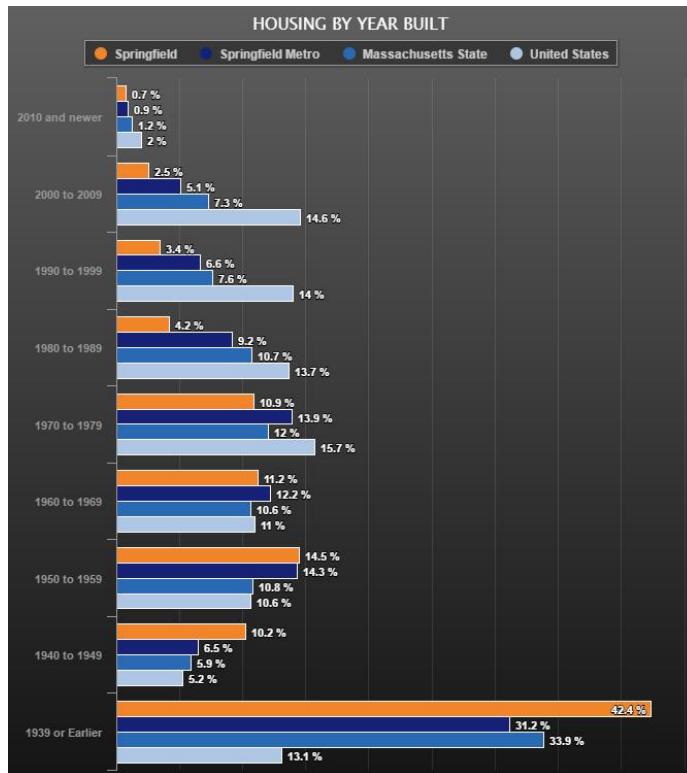
Homes Owned	43.46%
Housing Vacant	9.16%
Homes Rented	47.38%

<http://www.bestplaces.net/people/city/massachusetts/springfield>

Vacant For Rent	2.83%
Vacant For Sale	.74%
Vacant Other	5.16%

<http://www.bestplaces.net/people/city/massachusetts/springfield>

Housing growth is slow. Less than seven percent of homes in Springfield have been built within the last 25 years, while over 40 percent are antique homes built prior to 1939.



Public education in Springfield presents great challenges. The high school graduation rate in 2015 was only 67 percent (compared to a statewide average of 87 percent). In Springfield, the annual high school dropout rate in 2015-16 was 4.9 percent – drastically higher than the statewide average of 1.9 percent. The chronic absenteeism rate is nearly double the statewide average, and the district as a whole has been assigned a performance level of four out of five (five being the lowest). In its attempts to reduce proficiency gaps in a number of areas between 2011 and 2017, the district has not met any of its targets. One contributing factor to poor performance may be the number of high-needs students: 67 percent are economically disadvantaged, compared to 27 percent statewide, and over 16 percent are English language learners, compared to only nine percent statewide.

ETHNIC/RACIAL GROUPS	THIS DISTRICT	THIS STATE
White (non-hispanic)	12.4%	65.0%
Black	20.2%	8.6%
Hispanic	62.2%	17.0%
Asian Or Pacific Islander	2.6%	6.1%
American Indian Or Native Of Alaska	0.1%	0.2%

ECONOMIC GROUPS	THIS DISTRICT	THIS STATE
ECONOMICALLY DISADVANTAGED	87.3%	38.2%
FREE LUNCH ELIGIBLE	81.4%	33.4%
REDUCED LUNCH ELIGIBLE	5.9%	4.7%

<https://www.neighborhoodscout.com/ma/springfield/schools>

6. Unemployment

The average unemployment rate in Springfield in 2014 was 15.4 percent, noticeably higher than the statewide rate of 8.4 percent. It is also somewhat higher than the 2009 rate of 13.2 percent. Unemployment was a particular challenge for younger residents: 23.8 percent for those aged 20-24 and 38.7 percent for those 16 to 19 years of age. As of March 2017, the overall rate for the city had dropped to 4.7 percent, still higher than the state rate of 3.9 percent.



<http://www.deptofnumbers.com/unemployment/massachusetts/springfield/>

One cause for unemployment is the difficulty of would-be workers being shut out from available jobs because of their criminal records. The new MGM casino, for example, will soon bring at least 3000 jobs to the city, but under current state gaming laws, many otherwise qualified applicants would be disqualified because of their Criminal Offender Record Information (CORI) reports. Springfield Mayor Domenic Sarno is advocating that the state Legislature amend the CORI law to give non-violent offenders who served time in jail a better chance at obtaining work at a casino — an idea MGM has supported publicly.

The number of people unemployed in Springfield peaked in February 2010 at 35,009. There are now 17,048 fewer people unemployed in the metropolitan area. From a recent trough of 13,520 in December 2016, the number of unemployed has now grown by 4,441.

Unemployed Persons	April 2017	Month/Month	Year/Year
Springfield	17,961	+1,245	-686

Number of Unemployed

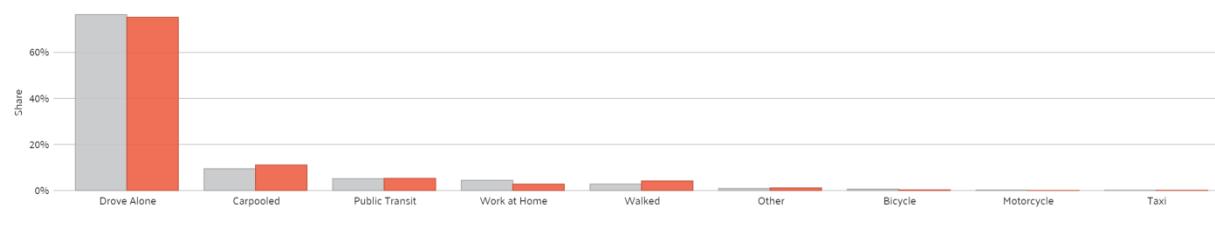


<http://www.deptofnumbers.com/unemployment/massachusetts/springfield/>

7. Transportation

The city of Springfield has bus service provided by the Pioneer Valley Transit Authority (PVTA). In 2014, only five percent of workers took advantage of bus service to commute, while three percent walked and 11 percent carpooled. Over three out of four workers drove alone in a vehicle. Average commuting time was 23.2 minutes.

Commuter Transportation in Springfield, Ma

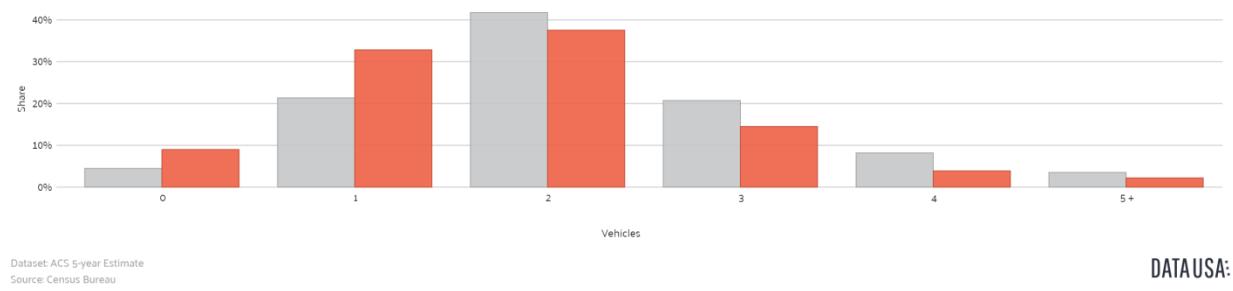


Dataset: ACS 5-year Estimate
Source: Census Bureau

DATA USA:

The largest share of households in Springfield, MA have 2 cars, followed by 1 car.

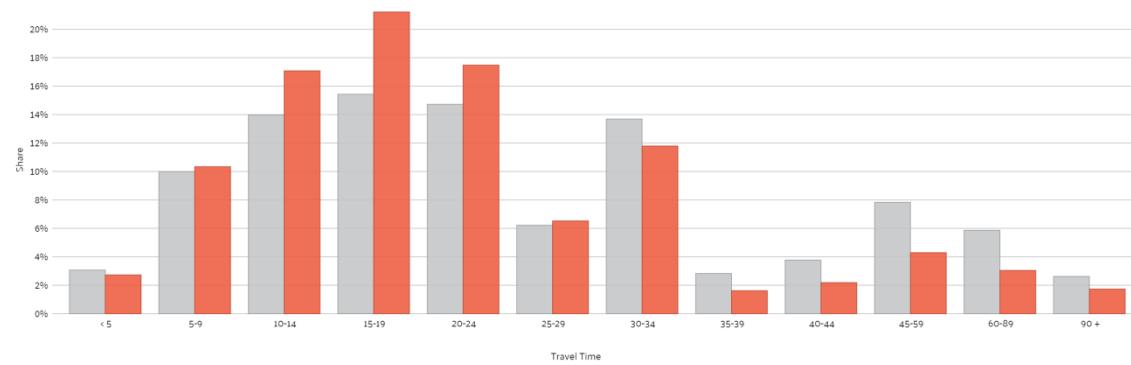
Car Ownership in Springfield, Ma



DATA USA:

Employees in Springfield, MA have a shorter average commute time than the national average of 24.8 minutes. 1.7% of the workforce in Springfield, MA have "super commutes" in excess of 90 minutes. That is lower than the national average of 2.6%.

Commute Time in Springfield, Ma



DATA USA:

8. Crime

Crime is a serious problem in Springfield. Although crime rates have been dropping for the past two decades (4547 violent crimes in 1992, for example, vs. 1606 in 2012), they are still high. In 2014, according to FBI statistics, the rate of murder and non-negligent manslaughter in Springfield was over twice that of New York City. The rates of property crime in Springfield in 2014 were 50 percent higher than Boston and more than double that of New York City.

9. Catastrophic Events

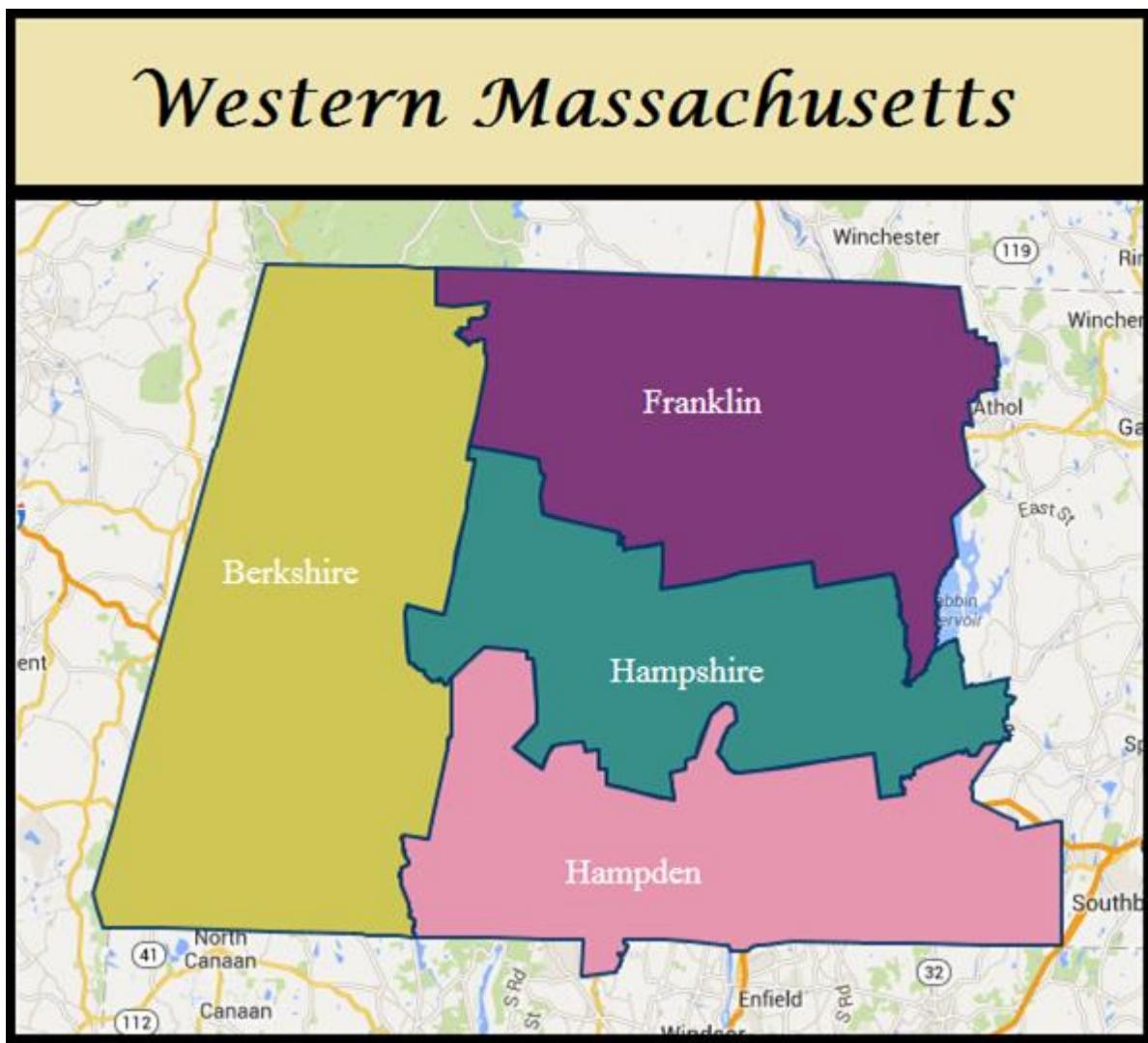
One of the most significant economic events to affect our area was the recession of 2007-2009. Growth all but halted, unemployment rates soared and poverty drastically deepened within the urban core of our region, the Pioneer Valley. These effects have slowly eased over the past several years, but employment rates in the Springfield – Hampden County area still have not quite rebounded to pre-recession rates.

A series of natural disasters in 2011, including an EF-3 tornado in June, Hurricane Irene in August, and a snowstorm in October all caused widespread damage and resulted in a federal disaster declaration. A gas explosion in Springfield's Metro Center area damaged or destroyed 62 buildings and displaced over 100 households. Rebuilding programs have been continuous with the use of state and federal monies, but hard-hit neighborhoods still have many vacant and damaged buildings.

Despite, and to some degree, because of these disasters, several exciting developments are underway in the city. The rehabilitation of a two-mile stretch of Interstate 91 running through the city is scheduled for completion in 2018. A \$950 million MGM casino in the tornado-ravaged South End will also be operational in 2018. The casino will create at least 3000 jobs, over two-thirds of them full-time. An Innovation District has been created in Metro Center, with plans for a business accelerator, redesigned “complete” streets, as well as green space, housing and business development throughout the area affected by the gas explosion. Union Station, a regionally significant rail and bus facility, is poised to reopen after a \$100 million renovation. A Dr. Seuss Museum has just been added to the complex of museums downtown. CRRC, the world's largest supplier of rail transit equipment, is nearing completion of a plant in Springfield which will employ 150 skilled workers and which already has hundreds of millions of dollars in contracts. Lastly, a \$21 million culinary and nutrition center, slated to open in January 2019, will bring 40 jobs, improve the school breakfast and lunch program, and train students for jobs in the culinary field.

Springfield today seems poised for a renaissance. After decades of decline, many positive projects and initiatives are underway in the city and the region. The challenge for government, industry and the non-profit sector will be to ensure that the promised growth and development bring economic improvement and better quality of life to all citizens equally.

B. Western Massachusetts Profile



Springfield is located in Hampden County, one of the four counties that comprise the region known as Western Massachusetts, the others being Hampshire, Franklin and Berkshire. Some of the programs operated by Springfield Partners, such as Veteran's, Weatherization and Low-Income Taxpayer Clinic, are open to residents of this entire region.

By most economic measures, Western Massachusetts lags behind the Central and Eastern parts of the state. The percentage of people living in poverty, for example, is higher in every one of these four counties than in Massachusetts as a whole. Whereas the state rate is 11.6 percent, in Hampden it is 17.5, in Hampshire it is 14.7, in Berkshire it is 13.0, and in Franklin it is 11.7.⁶

Western Massachusetts is much less densely populated overall than Springfield. Whereas the population density in Springfield is 4803 persons per square mile, in Hampden County overall it is 751, in Hampshire County, 300, in Berkshire County, 147, and in Franklin County, only 102.⁷ Much of the Western part of the state is comprised of hilly or mountainous terrain as well. For these reasons, transportation and communication systems are relatively sparse.

A recent encouraging economic development is a 2016 public-private agreement to extend high-speed internet connectivity to nine previously underserved Western Massachusetts towns. This project will undoubtedly have a positive impact on business, education, and people's everyday lives.⁸ Massachusetts Lieutenant Governor Karyn Polito has said that broadband will attract young families and let the elderly age in place. Houses that have been on the market for months will start to move, and people who work from home will find new convenience and opportunity.⁹

1. Hampden County



While some of the programs operated by our agency are only open to residents of the City of Springfield, other services, such as Housing Counseling, Veteran's and Weatherization, are available to residents of the entire county. Springfield is situated in Hampden County, which is a geographical region only, with no governing body. The county is approximately 634 square miles in area, with a population around 468,000. It is comprised of 23 cities and towns. The largest cities after Springfield are Chicopee (55,298), Westfield (41,094) and Holyoke (39,880). The smallest towns are Tolland (485) and Montgomery (838). Population density ranges from over 4,800 persons per square mile in Springfield to only 15 in Tolland.¹

Economically, the county is also diverse. Per-capita income in 2013 in Longmeadow was \$53,767, for example, vs. only \$19,968 in Holyoke and \$18,133 in Springfield.²

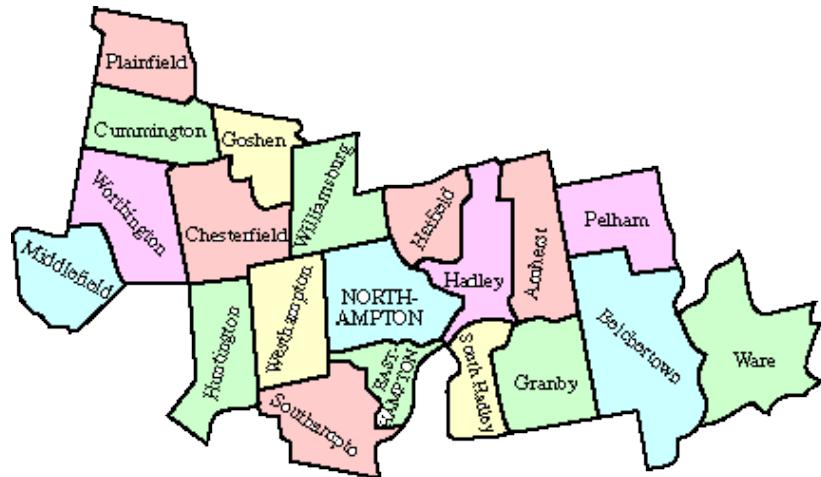
While the smaller towns in Hampden County have a mainly agricultural heritage, the larger metropolitan areas have a rich industrial past. Machinery, firearms, vehicles, paper, textiles, leather goods and many other products were manufactured here. The region is in the process of reinventing its manufacturing base with high-tech industries such as the Massachusetts Green High Performance Computing Center in Holyoke, Dielectrics in Chicopee, and CRRC and Tech Foundry in Springfield.

Despite having several economically stable communities like Longmeadow, Hampden County remains the most challenged of the 14 counties in Massachusetts. Whereas the percentage of persons living below the poverty level in 2015 was only 4.3 in Norfolk County, for example, in Hampden County it was 17.5. While that percentage drops to 1.5 for children under five in Norfolk County, it rises to 31.6 in Hampden County. Unemployment rates are also the highest in the state: 10 percent in 2015, vs. only three percent in Nantucket County.³

Approximately eight percent of the state's Black or African American population lives in Hampden County. This group struggles economically more than the general population: almost 22 percent of Black or African American males live in poverty, and almost 27 percent of females. This figure rises to nearly 36 percent for children five and under.⁴

About 15 percent of the state's Hispanic/Latino population lives in Hampden County. Poverty levels are highest for this demographic group. Nearly 39 percent of Hispanic/Latino males live in poverty, while the rate for women is over 43 percent. For children five and under, the rate is nearly 56 percent.⁵

2. Hampshire County



Springfield Partners offers its Weatherization and Veteran's services to eligible residents of Hampshire County.

Hampshire County is situated directly north of Hampden County. It comprises an area of approximately 527 square miles, with a total population

of over 161,000 and a population density of 300 persons per square mile. Its largest communities are the town of Amherst (39,482) and the city of Northampton (28,602). Over 84 percent of the population identify as white alone, not Hispanic or Latino, 3.1 percent as Black or African American, 5.4 percent as Hispanic or Latino, and 5.6 percent as Asian.⁹

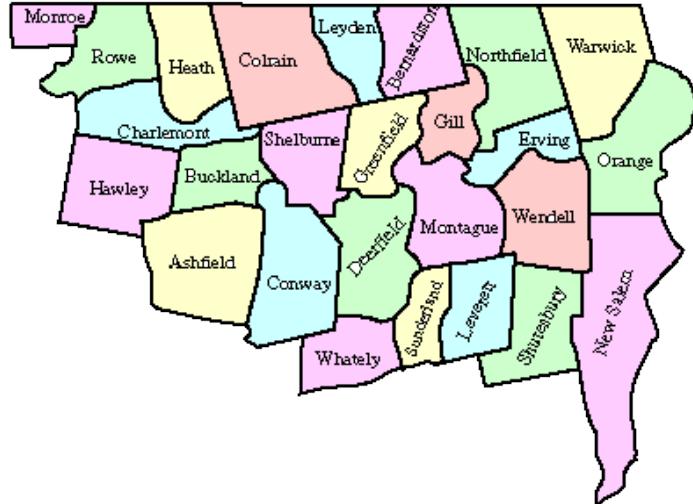
Hampshire County is home to the main campus of the University of Massachusetts, as well as four distinguished liberal arts colleges: Amherst, Smith, Mt. Holyoke and Hampshire. Together, these five institutions comprise the Five College Consortium, an initiative which provides for shared academic and cultural resources. A free bus service connects the five schools. The people of Hampshire County are the most educated of the four Western Massachusetts counties: approximately 94 percent of residents have a high school diploma, while more than 44 percent have a BA or higher. Hampden County, by contrast, has the lowest rates: close to 85 and 26 percent, respectively.¹⁰

The poverty rate in Hampshire County is 14.7 percent for the general population. The poverty rate for Blacks/African Americans is even higher: 43.5 percent, about the same for males and females, and dropping to 26.9 percent for children five and under.¹¹ The Hispanic/Latino

poverty rate is 31.2 percent for males, 27.5 percent for females, and 45 percent for children five and under.¹²

3. Franklin County

Springfield Partners offers its Weatherization and Veteran's services to eligible residents of Franklin County. Franklin County is situated directly north of Hampshire County, extending to the Vermont border. With an area of approximately 700 square miles and a total population of 70,382, it has a population density of only about 102



persons per square mile. It is the most rural county in the entire state.¹³ The largest community is Greenfield, population 13,128. Almost 92 percent of the population identify as white alone, not Hispanic or Latino, 1.4 percent as Black or African American, 3.9 percent as Hispanic or Latino, and 1.6 percent as Asian.¹⁴

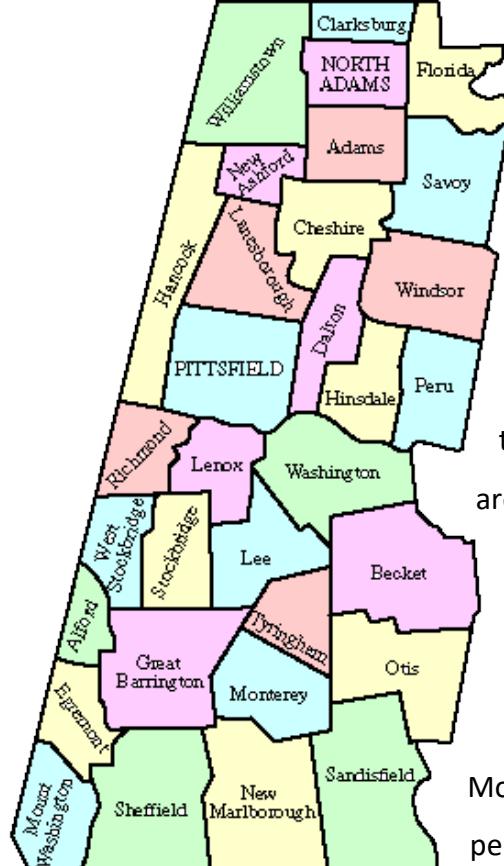
The poverty rate in Franklin County is 11.7 percent. For those identifying as Hispanic or Latino, it is significantly higher: 28.4 percent overall, 32.6 percent for women and 30 percent for children five and under.¹⁵ For Blacks/African Americans, it is much higher still: 53.9 percent overall. This figure rises to 61.3 percent for women and 63.4 percent for children five and under.¹⁶ The town of Monroe has one of the highest rates of low-income elderly, with over 92 percent of households headed by a person 65 or older having annual incomes of less than \$20,000.

A Franklin County resident sums up, in a letter to the editor, the economic distress of the once-prosperous industrial-based economy: "People who didn't go to college face a more limited number of job options. The cozy, well-paying factory jobs of the '50s are gone for the most

part....So while people who do work for the large companies fare well, the bottom rung of society is plunged further into poverty.”¹⁷

4. Berkshire County

Springfield also offers its Weatherization and Veteran’s services to eligible residents of



Berkshire County. Berkshire County is the western most county in the state, extending from the Connecticut border to the south, Vermont to the north, New York to the west, and Hampden, Hampshire and Franklin Counties to the east. It has an area of 926.83 square miles, a population of 126,903 and a population density of 141.6 persons per square mile. Pittsfield, population 42,846, is its largest city.¹⁷ Berkshire County is a hilly region, with the highest peak in the state, Mt. Greylock, within its borders. The area is noted for its picturesque beauty and many cultural attractions, such as Tanglewood, Jacob’s Pillow, Mass MoCA, and the Norman Rockwell Museum.

Most residents of Berkshire County identify as White alone, (92.7 percent). The rate for Blacks/African Americans is 3.2 percent, and for

Hispanic or Latino, 4.3 percent.¹⁸

The poverty rate in Berkshire County is 14.7 percent. In Berkshire County, more than one in three persons identifying as Black or African American live in poverty: 33.3 percent of males and 34 percent of females.¹⁹ For children five and under, the rate rises to 38.3 percent. The Hispanic/Latino poverty rate is 28 percent for males, 29 percent for females, and nearly 52 percent for children five and under.²⁰ The town of Peru has one of the highest rates of low-income elderly, with over 64 percent of households headed by a person 65 or older having annual incomes of less than \$20,000.

VII. Community and Internal Assessment Process

A. Methodology

To facilitate the community and internal assessment process, the agency formed an Organizational Standards Leadership Team composed of senior and line staff employees. The team met weekly to develop the necessary tools and implement the activities needed to complete the Community Needs Assessment. The team developed the questions that would most effectively identify community needs; distributed, gathered and analyzed the collected data; planned the focus groups and created the plan to address the findings. The team reported to the Board's Planning Committee on a regular basis. This committee is headed by George Kohout, Vice-President of the Board of Directors.

The team developed a series of surveys in order to effectively assess the target audience. The surveys were distributed to our stakeholders through mail, community events, electronically and at workshops. We also shared through Facebook, Springfield Partners' website, and blasted to a list of 1,816 emails addressed via Constant Contact. Most responses came from our designated area of service; some, from surrounding communities. Unfortunately, our data analysis was not sophisticated enough to break down the results by community.

This list included members of government, the educational community, faith-based organizations, other non-profits, clients and other people interested in what we do. Staff members and board members filled out their own versions and distributed a general version via their own networks. We handed out surveys to clients enrolled in our programs. We sent surveys to our stakeholders, which included members of other non-profit organizations, city employees, schools as well as businesses with whom we collaborate. We also took paper surveys to various community events to get responses from low-income people who were not necessarily our clients.

We followed up with clients who had not been given surveys by administering the survey to them over the phone. Upon closing for preliminary analysis, the survey had generated 613 responses.

Focus Groups:

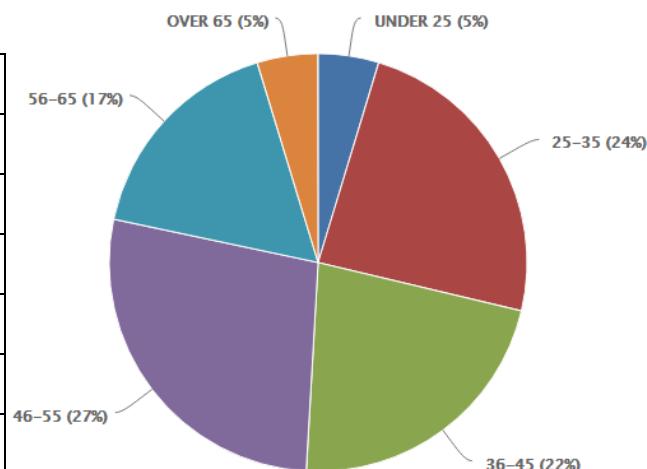
Focus groups were led by board members of Springfield Partners and served as venues to hold discussions around the top five community needs identified in the community needs assessment survey. Participants brainstormed ideas on how to address those issues. One focus group was held at the monthly meeting of a neighborhood civic association, another at a monthly faith-based organization gathering and a third group was held during one of our weekly luncheons for veterans – all in the Springfield area.

B. Survey Results: Demographics

1. Age

Survey Question 1: Age (613 responses, 100% Answered)

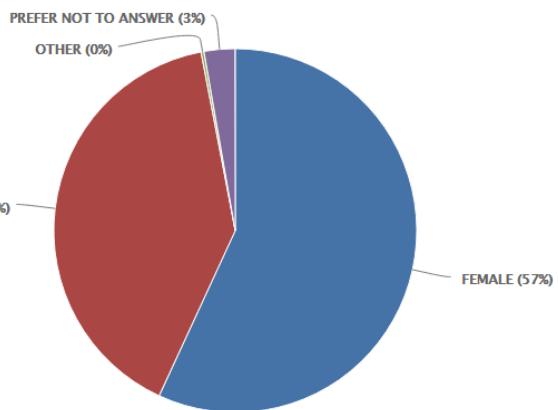
Answer	Responses	Percentage
Under 25	31	5%
25-36	146	24%
36-45	135	22%
46-55	166	27%
56-65	104	17%
Over 65	31	5%



2. Gender

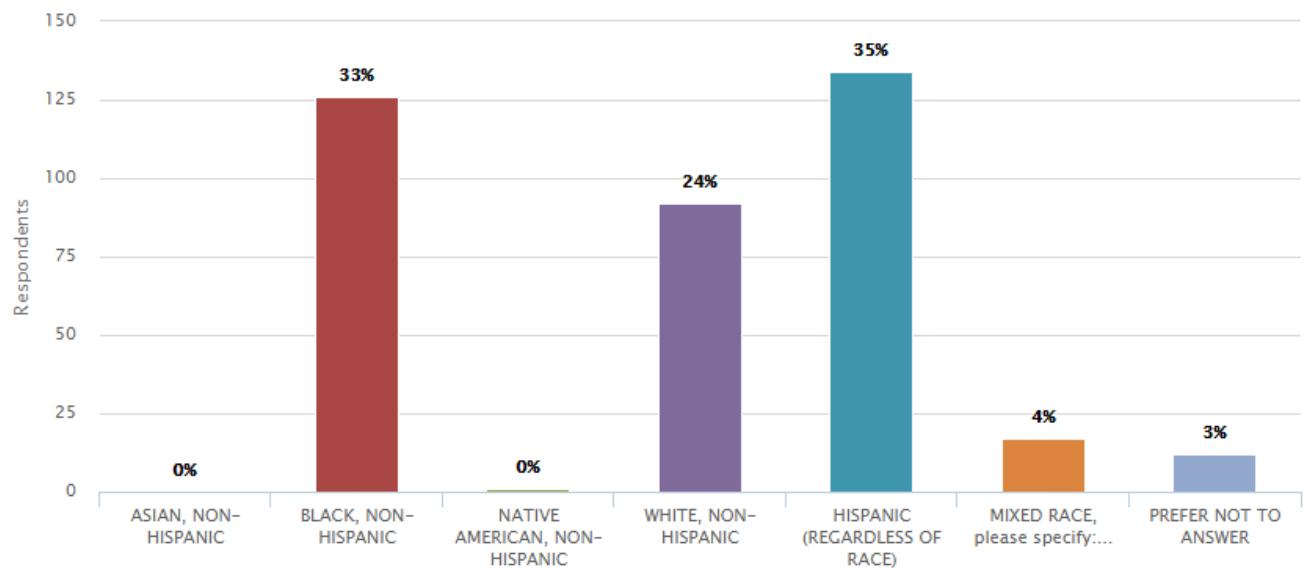
Survey Question 2: Gender (613 responses, 100% Answered)

Answer	Responses	Percentage
Female	348	57%
Male	245	40%
Other	1	0%
Prefer not to answer	18	3%



3. Race and Ethnicity

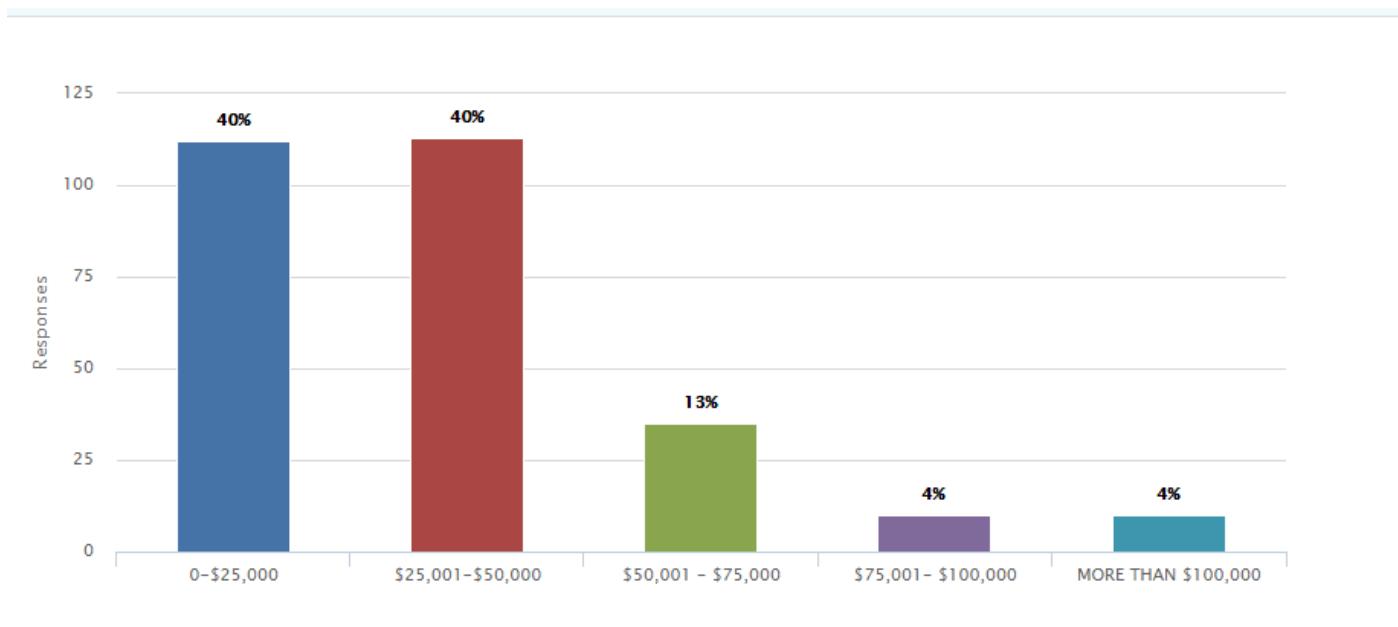
Survey Question: Race/ Ethnicity (587 of 613 Answering)



Answer	Responses	Percentage
Black	194	33%
White	147	25%
Hispanic	205	35%
Mixed Race	23	4%
Prefer not to answer	18	3%

4. Income

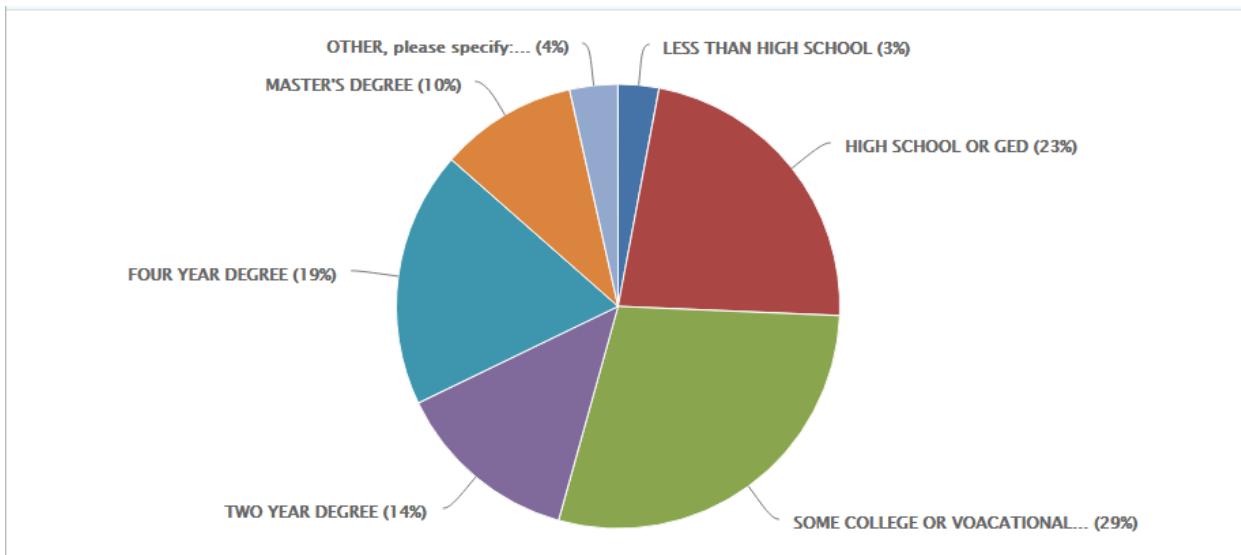
Survey Question: Household Income (434 of 613 Answering)



Answer	Responses	Percentage
0-\$25,000	194	40%
\$25,0001 - \$50,000	147	40%
\$50,0001 - \$75,000	205	13%
\$75,0001 - \$100,000	23	4%
More than \$100,001	18	4%

5. Education Level

Survey Question: Education Level (100% Answering)



Answer	Responses	Percentage
Less than High School	18	3%
High School or GED	141	23%
Some College or Vocational Training	166	29%
Two Year Degree	86	14%
Four Year Degree	116	19%
Master's Degree	61	10%
Other	25	4%

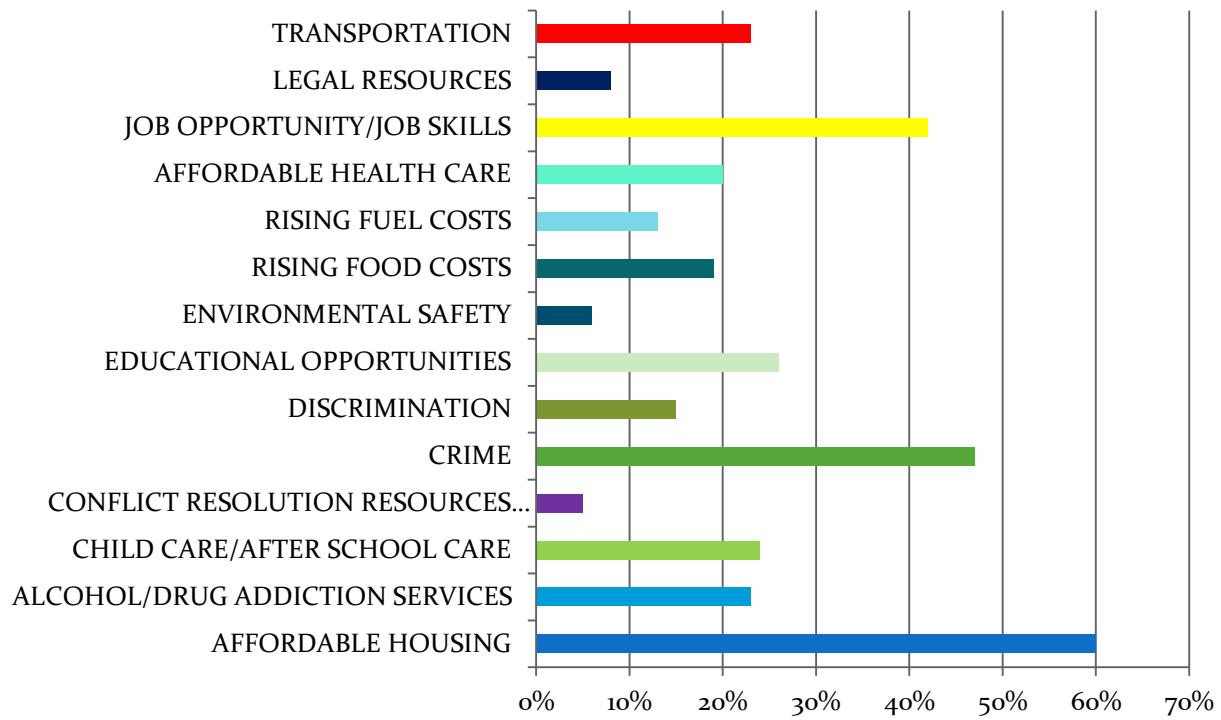
VIII. Key Finding: Community Assessment

Our designated area of service, the City of Springfield, as well as the entire Western Massachusetts area, throughout which some of our programs extend, is transitioning from an industrial economy to a service-, technology- and knowledge-based economy. Large amounts of money are flowing into the region for development projects: high-tech manufacturing plants, transportation centers, market-rate housing, schools of higher education, a casino and entertainment complex. Our citizens are eager to take part in this new economy; however, many need assistance. Market-rate housing is out of reach for most people out of work or living on fixed incomes. The new jobs available require skills and training that not all applicants have. Applicants with criminal records may be disqualified from positions for which they are otherwise suited. Lack of affordable child care or transportation may make it difficult or not cost-effective to work outside the home.

With the exception of a few cities and suburbs that have experienced recent growth explosions, Western Massachusetts communities are also typical of the Northeast in that they have a large percentage of older housing stock. These apartments and homes, while gracious and beautiful originally, have in many cases fallen into disrepair, and renovation has not been cost-effective. While these older neighborhoods have many amenities, such as sidewalks, libraries and parks, they may lack others, such as reliable public transportation or good schools. However, many programs, such as the “Complete Streets” initiative, are underway to address these problems.

One of the questions we asked our stakeholders was to identify the issues they felt would be the most pressing or needed over the next three years for income-limited families living in their community. Using this input, the team identified the top three issues that affect our community.

Most important issues in our Community



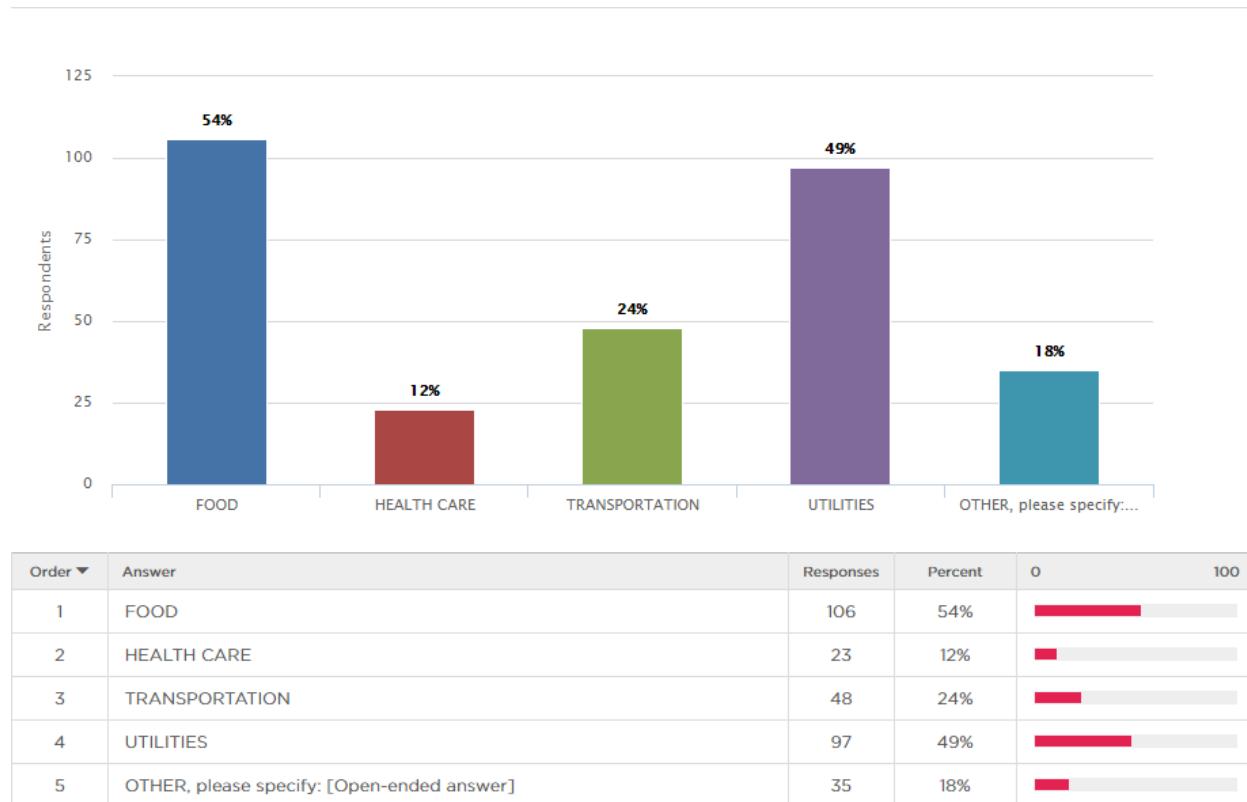
Q1: Please check the three issues you feel will be the most pressing or needed over the next three years for income-limited families living in the greater Springfield area.

Then, in order to have an in-depth understanding of these top three issues, we held a series of focus groups and asked 61 community members to complete additional surveys at our Community Action Awareness day event, held on May 26, 2017.

A. First Concern: Housing

The top issue identified by our stakeholders was affordable housing. Sixty percent mentioned this, in addition to adequacy and availability of housing.

More than half of the respondents had themselves cut costs in order to pay their rent or mortgage, usually food or utilities. *See chart below.*



Q4: In the last year, did you have to cut other costs to pay rent or mortgage? If so, which costs did you cut?

There is tremendous demand for existing affordable housing units in the city and throughout the region. As one respondent exhorted us in a survey of community needs, "Please put more \$ into the important services such as affordable housing." Although voucher programs exist, all maintain waiting lists which may be decades long or closed. About 30 percent of renters in Springfield have rental costs higher than 35 percent of their income. According to the Department of Housing and Community Development, as of December, 2014 Springfield had 61,556 housing units, of which only 16.2 percent were low- or moderate-income units.

Input from our focus groups shows that Springfield residents have a concern about rents rising in the neighborhoods near the casino as that project nears completion. Although some downtown renovation projects are afoot, the proposed housing units are market-rate and may be out of reach of the lower-income population desiring to live downtown. Exurban and rural areas may have cheaper housing available, but lack public transportation, employment opportunities, and access to needed services.

Adequacy of housing is also a concern. This was the aspect of housing ranked first in our targeted survey about housing needs by 88 percent of respondents. Older homes in particular suffer from deterioration, energy inefficiency and the presence of lead. Massachusetts has the highest percentage of housing units nationwide that were built before 1940, and the fourth lowest percentage of units built since 1990. Both Springfield and Holyoke, for example, have over 40 percent of their housing constructed before 1940: approximately 29,500 housing units in Springfield alone. Approximately 60 percent of all housing in the region has the presence of lead paint; in Springfield and Holyoke the potential lead-based paint hazards are 73 percent and 71 percent, respectively.

New housing has the potential to be more energy-efficient, accessible and appropriate for the needs of the current population, but growth in the region has been slow. In Springfield and Holyoke in particular, there is little available land to build on, and lack of investment return without incentives. Between 1990 and 2010, the number of housing units in Springfield only grew by one percent, and in neighboring Holyoke it actually decreased. Hampden and Hampshire Counties saw a modest increase of nine percent.

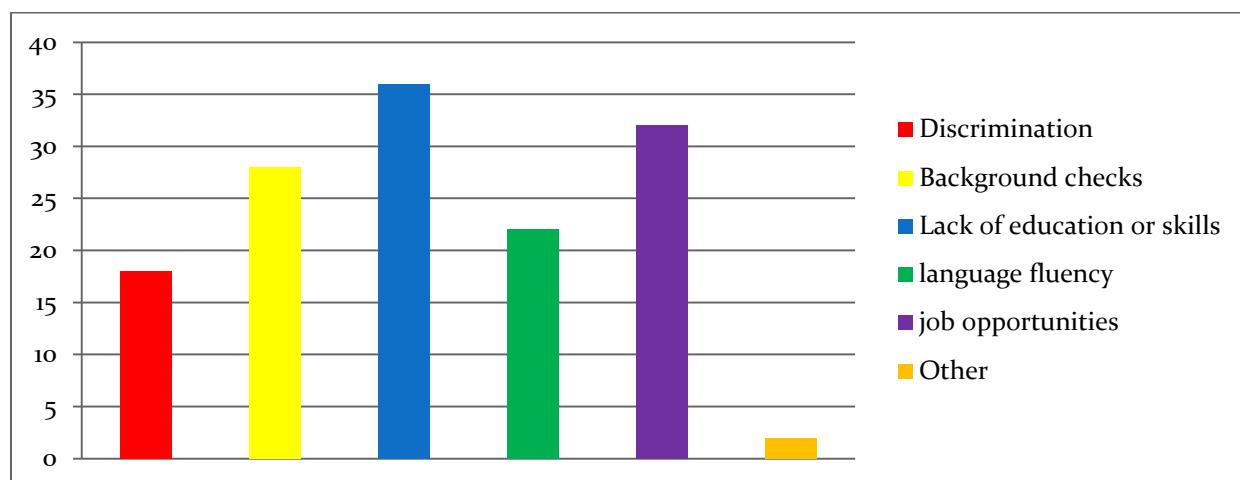
A final housing concern which should be noted is maintenance and upkeep. Participants in one of our focus groups raised the issue that absentee landlords don't necessarily maintain their properties in good condition, nor quickly address clean-up needs such as yardwork and litter control. This negligence on the part of landlords is in turn said to contribute to the tenants not taking care of the properties. The behavior of the two groups was said to be a contributing factor to "neighborhood blight."

In conclusion, the community lacks housing which is affordable to many residents. Also, the housing that is affordable is in many cases not adequate or appropriate. The agency will work over the next three years to rehabilitate and renovate some blighted properties (community goal) while continuing to provide housing counseling, weatherization and other services to improve people's homes (individual goal). Increasing our capacity to achieve these results fulfills an agency goal (see Strategic Three Year Goals section).

B. Second Concern: Employment Opportunity and Skills

We asked our stakeholders what they consider to be the major causes of local unemployment.

Results as follows:



Q9: Please mark what you consider to be the three major causes of the local unemployment issue.

The next most pressing issue as identified by our survey respondents was employment, both the availability of decent jobs and the skills needed to acquire them. Forty-two percent of respondents to our Community Needs Survey named this as one of the top three issues facing low-income people in our area in the next three years. For our community partners (drawn from many sectors and from our entire service area) and for our own Board of Directors, it was the top issue, at 62 and 64 percent, respectively.

The employment picture is actually improving in our service area, with unemployment rates dropping throughout the region; Springfield's, for example, was just 4.7 percent as of March 2017. Yet according to 2014 Census Bureau statistics, 49 out of every 100 Springfield residents who are of working age are not currently employed. This amounts to more than 57,000 individuals who are eligible but not working.

A careful analysis of both quantitative and qualitative data reveals the logic behind this apparent paradox. Unemployment rates reflect only the segment of the population not currently working, but available for work and having actively looked for work within the last four weeks. They do not take into account people who are not in the labor force but who are considered to be *marginally attached to the labor force*, such as discouraged workers. The latter desire to be employed, but are not currently looking for work because:

- They believe no job is available to them in their line of work or area.
- They had previously been unable to find work.
- They lack the necessary schooling, training, skills, or experience.
- Employers think they are too young or too old, or
- They face some other type of discrimination.

Unemployment rates also do not take into account those who would like to work but cannot because they don't have access to affordable childcare, or access to adult daycare for family members who are elderly or disabled. Of course, others who are of working age are not in the labor force because they are in school, or incarcerated, or disabled, or for some other reason.

In fact, there is an extreme disconnect between employers who need qualified workers and low-income residents seeking meaningful employment in Springfield. Contributing factors

include lack of education, skills, social supports, language and literacy. In addition, available services, resources, and information are not being efficiently delivered to this population.

Data gathered from our surveys and focus groups bore out these observations. In our most recent survey, in which 75 percent of respondents had annual household incomes of \$25,000 or less, 64 percent thought that job opportunities were limited. However, an even larger number (72 percent) attributed local unemployment to individuals not meeting the job requirements due to lack of education, job experience or training. Related to this, 44 percent thought a major issue was that individuals lacked the most basic skills required for the job, like language fluency or math ability. Over half (54 percent) checked off the inability to pass a background check or drug test, while over a third (36 percent) checked off discrimination.

Discussions in the focus groups we held echoed the conclusions drawn by our surveys. In one group, the conversation focused on the need to do a better job of matching competent residents looking for work with available job openings. In addition, there was an expressed need for “world of work” training that would help new entrants to the labor market understand how to get a job and, more importantly, how to keep a job. The group said this training should include how to write resumes, how to present oneself to potential employees during interviews, the “on-the-job” work habits that employers value such as being dependable and attentive to the tasks at hand, job shadowing and possibly short intern experiences. There was a general feeling that the local residents simply don’t have the right “connections” or the right access to the “job network” to know about good job opportunities and, conversely, to be known by the “hiring” employers.

In another group, it was generally agreed that there are not nearly enough jobs in the neighborhood for all those who are seeking them. As one participant stated, there are “too many people chasing too few jobs.” Consequently, residents either have to travel to find jobs or are settling for local relatively low paying jobs that offer little or no salary opportunities. One person in particular stated that she has worked at the same company for over a decade but barely makes more than what a new employee receives—approximately \$11.75/hour compared to \$11.25/hour. The participants agreed that they didn’t have knowledge of or

access to the “hiring network.” They agreed that having this knowledge would be very beneficial to them and “open doors” that they currently don’t have access to.

The main issue facing the participants with regard to employment was affordable child care and after school activities. The generally expressed opinion was that it would be better financially for an adult to stay home and raise the child rather than spend most of their after tax earnings from a low paying job on child care. The group strongly agreed that people in the neighborhood wanted to work and that the government should provide lower-income families with more help and support so they could do so.

In conclusion, a number of exciting new projects are creating thousands of new jobs in the community. The agency will work over the next three years to help create a trained, qualified workforce to fill these positions (community goal). Since many individuals have little or no work history, or are unable to pass a background check, the agency will provide employment support services and intensive case management to help low-income individuals find and maintain employment (individual goal). Partnering with other agencies to achieve results fulfills an agency goal (see Strategic Three Year Goals section).

C. Third Concern: Crime

The next most pressing issue as identified by our survey respondents was crime, tied at 42 percent with employment opportunities and skills. Springfield has among the highest crime rates for major New England cities. In 2015, 1,654 violent crimes were reported in the city, as well as 5,168 property crimes. Much of this crime is related to poverty, gang activity and substance abuse—what the city’s mayor calls “urban challenges.”

When the crime numbers are converted into per capita rates, Springfield's rate of violent and property crime is higher than Boston's and Worcester's, but less than Hartford's. Springfield recorded a rate of 1,073 violent crimes for every 100,000 people, and a rate of 3,354 property crimes. Using the same per capita approach, Springfield has the highest violent crime rate of any community in Western Massachusetts. Holyoke is second with a

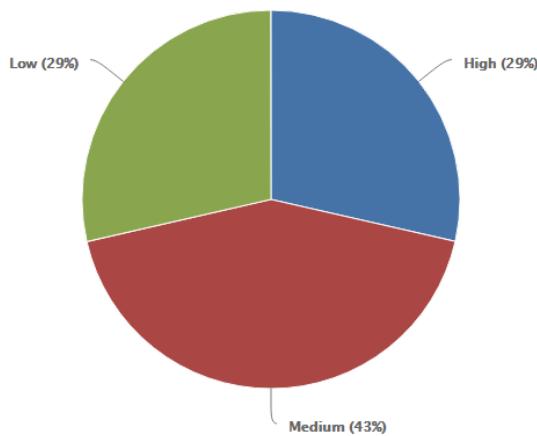
rate of 948.3 per 100,000. In terms of the property crime rate, Springfield is third behind Holyoke, with 4,960.4 per 100,000, and West Springfield, with 4,627.

However, crime in Springfield is actually trending downward, according to FBI reports. A comparison of the most recent crime report with those published each year since 1985 shows that the number of violent crimes in 2015 is lower than every year except 2011 and 2012. The highest number in the last 30 years was in 1997, when there were 4,646 violent crimes reported. The 2015 property crime total of 5,168 incidents is lower than any year since 1985. The peak was in 1991, when there were 14,536 incidents reported.

The Springfield Police Department in cooperation with the Massachusetts State Police has recently initiated Counter Criminal Continuum (C-3) Policing in four sections of the city. C-3 Policing involves cooperation with citizen groups and businesses; cruiser, walking and bicycle patrols; community events; increased availability by phone and other initiatives to reduce gang activity and violence, establish positive and effective youth/parental programs, and create a safe and secure environment throughout the city. Weekly meetings are held in each sector to which all members of the community are invited. There are also monthly "Beat Team" meetings held in each sector of the city to collect and disseminate information about neighborhood crime, and periodic offerings of a ten-week Citizens Police Academy to give interested members of the community a detailed look at the operations of the Police Department.

In our latest survey, respondents were evenly divided in their perception of their own neighborhoods being high or low crime areas.

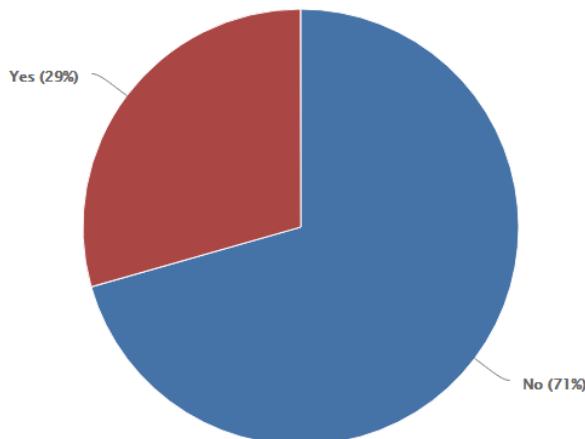
In your opinion, is your neighborhood a high , medium, or low crime area?



Order ▾	Answer	Responses	Percent	0	100
1	High	14	29%	<div style="width: 29%; background-color: #d62728;"></div>	<div style="width: 71%; background-color: #fbb4ae;"></div>
2	Medium	21	43%	<div style="width: 43%; background-color: #d62728;"></div>	<div style="width: 57%; background-color: #fbb4ae;"></div>
3	Low	14	29%	<div style="width: 29%; background-color: #d62728;"></div>	<div style="width: 71%; background-color: #fbb4ae;"></div>
TOTAL		49	100.00%		

Only 29 percent had been themselves—or knew personally someone who had been—the victim of a crime within the past year.

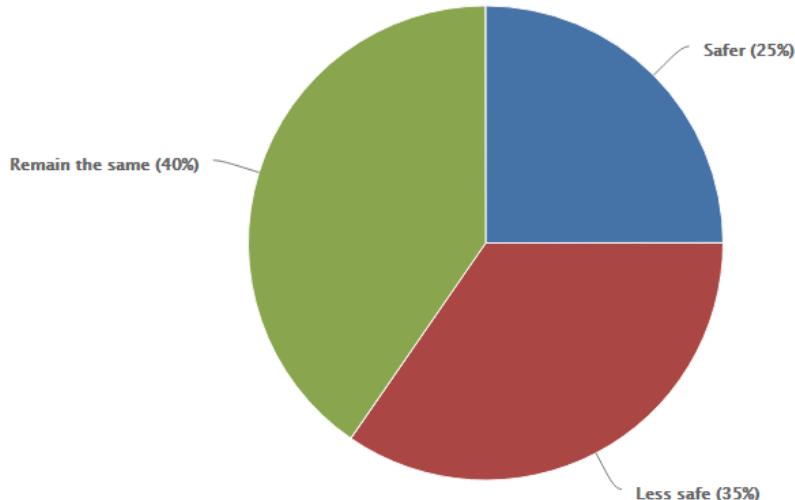
Have you, or a family member, or friend been a victim of a crime in your neighborhood during the past year?



Order	Answer	Responses	Percent	0	100
1	No	36	71%	<div style="width: 71%; background-color: red;"></div>	<div style="width: 29%; background-color: lightgray;"></div>
2	Yes	15	29%	<div style="width: 15%; background-color: red;"></div>	<div style="width: 85%; background-color: lightgray;"></div>
	TOTAL	51	100.00%		

Approximately two-thirds of respondents thought their neighborhood would remain as safe or become safer during the next year.

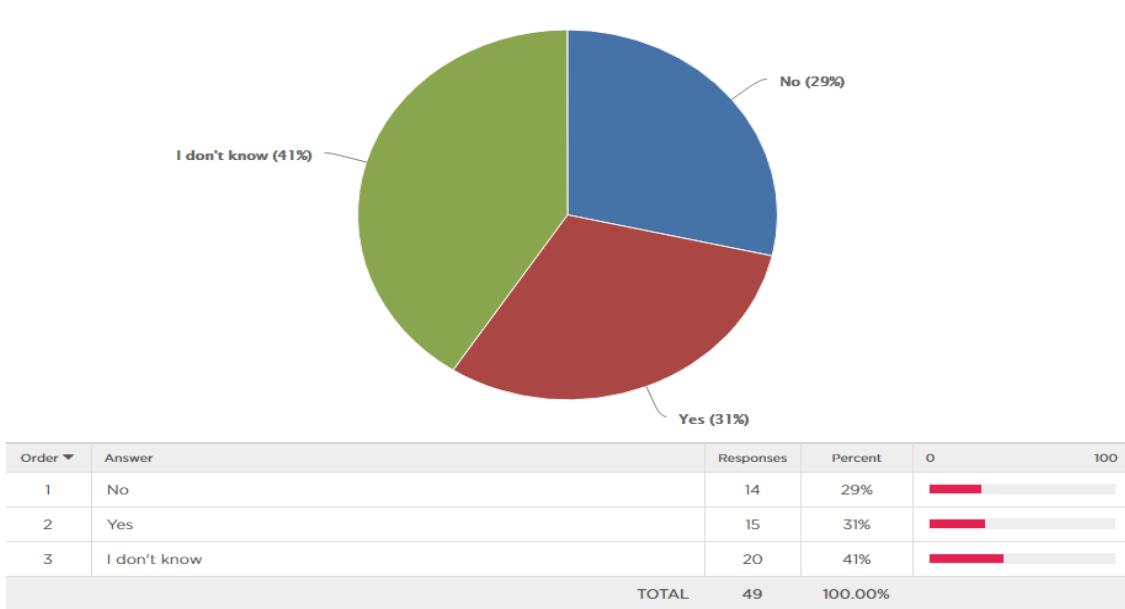
In your opinion, do you think your neighborhood will become more or less safe (or remain the same) during the next year?



Order ▾	Answer	Responses	Percent	0	100
1	Safer	13	25%		
2	Less safe	18	35%		
3	Remain the same	21	40%		
TOTAL		52	100.00%		

About the same number had some or a great deal of confidence in the ability of the police to protect them and their neighborhood, and to prevent/solve crimes. Only 31 percent were aware of a neighborhood crime watch or similar community-based group in their area.

Participants in a focus group which was held in Springfield Partners' own neighborhood, while acknowledging that violent crime does occur, were more interested in discussing the "nuisance crimes" that accompany warmer weather and people spending more time outdoors. These would include loud music being played by neighbors during the day and/or into the night, cars driving through the neighborhood with loud mufflers and/or audio systems, and people cutting



through homeowner properties. Consensus was that crime has too many dimensions to be easily solved by one program or entity. The solution was rather for everyone in the criminal justice system to simply do their jobs better---from the police who are to faithfully investigate offenses and to uncover the facts, to the district attorney's office that is to prosecute offenders, to the judges who are to ensure the fairness of trials and meted sentences.

One respondent in a survey we conducted pointed to a service gap related to crime and a possible solution to the problem of recidivism: "I'm in prison. There's a lot of VETS incarcerated with no hope. More services in the prison system."

In conclusion, the crime rate in the community is going down but remains a concern. The community police have put in place several initiatives to address the problem. The agency will partner over the next three years with community police to reduce crime (community goal). Since previously incarcerated individuals are at risk of committing further crimes, the agency will provide support services to incarcerated individuals to combat recidivism (individual goal). Developing partnerships with community police achieves an agency goal (see Strategic Three Year Goals section).

IX. Key Findings: Internal Assessment

A. Methodology

Springfield Partners for Community Action Inc.'s assessment of internal needs and areas for organizational improvement was conducted via anonymous surveys of staff members, members of the Board of Directors and community partners. The survey was available both electronically and in hard copy. The electronic survey was available through a link send to our staff, Board members and community partners, which took respondents directly to the online version of the survey. Hard copies were distributed to the staff and Board of Directors at different meetings and to clients at various events. A Customer Satisfaction Survey was also administered to clients by telephone.

B. Survey Results

Results relevant to community needs and to ideas for addressing those needs have been incorporated into the Community Needs Assessment. Results relevant to satisfaction of staff and Board members, internal operations, and Springfield Partners' role as a partner are included below.

1. Staff Survey

The staff survey included questions on job satisfaction and questions related to staff perceptions of the community needs. Responses were recorded in August of 2016. The survey was completed by 46 out of 52 employees, or 88 percent. Results show that, overall, staff members have a clear understanding of their job duties and responsibilities and are satisfied with their jobs. The major negatives revolved around communication between staff and managers and the need for adequate staffing in their programs. As one respondent commented, "I appreciate the open door policy of the Director/Management. I think low morale is due to recent layoffs and not the culture." As a result of these survey responses, we are developing an enhanced training process for staff and management, focusing on good communication.

Questions receiving 75 – 100 % “Agree” Responses	Agree	Somewhat	Disagree
I UNDERSTAND WHAT IS EXPECTED OF ME BY SPRINGFIELD PARTNERS	91%	9%	0%
I UNDERSTAND WHAT IS EXPECTED OF ME BY MY SUPERVISOR	89%	9%	2%
SPRINGFIELD PARTNERS CLIENTS ARE TREATED IN A RESPECTFUL AND CARING MANNER	81%	17%	2%
I FEEL PROUD TO WORK AT SPRINGFIELD PARTNERS.	78%	22%	0%
I FEEL INFORMED ABOUT SPRINGFIELD PARTNERS’ PROGRAMS AND SERVICES	76%	24%	0%
MY PROGRAM HAS THE TOOLS IT NEEDS: COMPUTERS, TELEPHONES, ETC.	76%	17%	7%
I RECEIVE THE TRAINING AND SUPERVISION NEEDED TO DO MY JOB WELL	75%	19%	6%
I AM PROVIDED WITH TRAINING AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES	75%	21%	4%
50-74% “Agree” Responses	Agree	Somewhat	Disagree
I AM SATISFIED WITH MY ROLE AT SPRINGFIELD PARTNERS	72%	24%	4%
I AM SATISFIED WITH THE BENEFITS AVAILABLE TO SPRINGFIELD PARTNERS’ EMPLOYEES	72%	26%	2%
I ENJOY SPRINGFIELD PARTNERS’ WORK CULTURE/ENVIRONMENT	70%	28%	2%
THE SERVICES PROVIDED BY SPRINGFIELD PARTNERS MEET THE NEEDS OF OUR CLIENTS	70%	28%	2%
I HAVE A CLEAR UNDERSTANDING OF SPRINGFIELD PARTNERS’ MISSION	68%	28%	4%
I FEEL INFORMED ABOUT SPRINGFIELD PARTNERS’ POLICIES AND PROCEDURES	68%	30%	2%
I HAVE THE NECESSARY RESOURCE TO ASSIST CLIENTS (REFERRAL SYSTEM, ETC.)	63%	35%	2%
THE MORALE IN MY DEPARTMENT IS HIGH	56%	35%	9%
THERE IS A SENSE OF RESPECT FOR ME AND THE WORK I DO	55%	43%	2%
I FEEL CONFIDENT IN SPRINGFIELD PARTNERS’ LEADERSHIP	50%	48%	2%
I FEEL I CAN BE OPEN AND HONEST AT WORK	50%	43%	7%
Below 49% “Agree” Responses	Agree	Somewhat	Disagree
THE MORALE AT SPRINGFIELD PARTNERS IS HIGH	42%	54%	4%
COMMUNICATION BETWEEN STAFF AND MANAGERS IS EFFECTIVE	42%	43%	15%
THERE IS ADEQUATE STAFFING IN MY PROGRAM	42%	43%	15%

2. *Board of Directors Survey*

The Board of Directors survey included questions about respondents’ satisfaction as Board members and questions regarding their understanding of the agency’s structure. Responses were recorded in August through October of 2016. The survey was completed by 14 out of 16

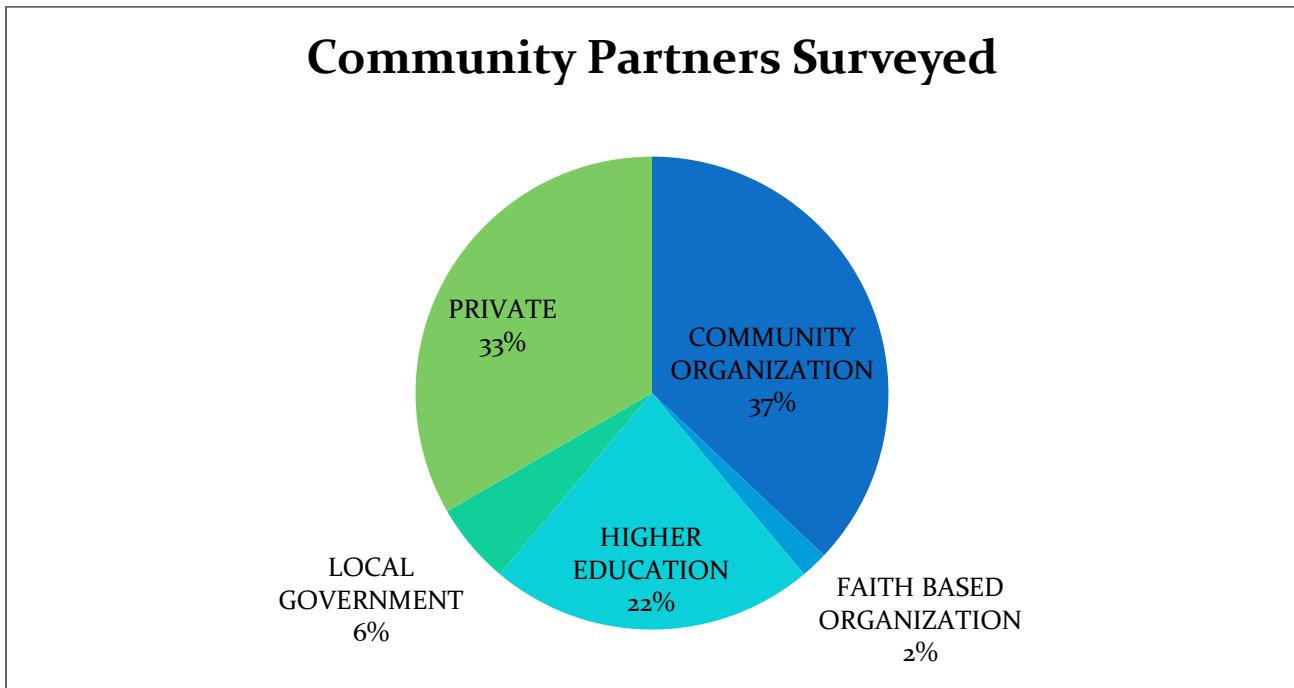
Board members, or 88 percent. Overall, the Board of Directors indicated that they are satisfied with their role as well as with the services Springfield Partners offers to the community. The major negatives revolve around the orientation and training they received to prepare them as Board members and their knowledge of how the community action network and government agencies impact the agency and its clients. One respondent suggested there be a “formal orientation process.”

75-100% “Agree” Responses	Agree	Somewhat	Disagree
I feel proud to be a member of the Springfield Partners' Board	100%	0%	0%
Services Provided by Springfield Partners meets the needs of our clients	100%	0%	0%
I have a clear understanding of Springfield Partners' Mission	93%	7%	0%
I am satisfied with my role on the Springfield partners' Board of Directors	93%	7%	0%
I feel confident in Springfield Partners' Leadership	93%	7%	0%
I have a clear understanding of Springfield Partners' Goals	86%	14%	0%
I feel informed about Springfield Partners' Policies and Procedures	86%	14%	0%
I understand what is expected of me as a member of the Board	86%	14%	0%
Communication Between Members of the Board and Staff is Effective	79%	21%	0%
Springfield Partners' Organizational Structure Functions Effectively	79%	21%	0%
I feel informed about Springfield Partners' Program and Services	79%	21%	0%
Below 75% “Agree” Responses	Agree	Somewhat	Disagree
I understand Springfield Partners' Budget and Funding Strategy	71%	29%	0%
I feel informed about the community action network and how federal, state, and local issues impact the agency and its clients	57%	36%	7%
The orientation and training that I received prepared me to be an effective member of the Board	43%	50%	7%

As a result of these survey responses, we are developing an enhanced orientation process. We will cover the duties, responsibilities and expectations of Board members, as well as an overview of the agency. To accomplish this goal, we will use resources provided by Community Action Partners.

3. Community Partners Survey:

The community partners survey included questions about the mission, goals, services and programs of the agency. Responses were recorded in January through April of 2017. The survey was completed by 45 members from various sectors with whom we partner: community organizations, local government, faith-based organizations, educational institutions and private businesses, throughout all Western, Massachusetts



Surveys were collected from partners that serve the following city or towns.

AGAWAM	3%	LUDLOW	4%
AMHERST	3%	MONSON	2%
BELCHERTOWN	2%	MONTGOMERY	1%
BLANDFORD	1%	NORTHAMPTON	4%
BRIMFIELD	1%	OTHER, please specify: [Open-ended answer]	12%
CHESTER	1%	PALMER	3%
CHICOPEE	5%	PELHAM	2%
EAST LONGMEADOW	3%	RUSSELL	1%
EASTHAMPTON	3%	SOUTH HADLEY	3%
GRANBY	1%	SOUTHAMPTON	2%
GRANVILLE	1%	SOUTHWICK	2%
HADLEY	3%	SPRINGFIELD	8%
HAMPDEN	4%	TOLLAND	1%
HATFIELD	1%	WALES	1%
HOLLAND	1%	WEST SPRINGFIELD	5%
HOLLAND	1%	WESTFIELD	3%
HOLYOKE	5%	WESTHAMPTON	1%
LONGMEADOW	4%	WILBRAHAM	3%

Ninety-four percent of respondents had a clear or somewhat clear understanding of the mission and goals of Springfield Partners. Ninety-three percent felt informed or somewhat informed about Springfield Partners' programs and services. Approximately two-thirds would be willing to participate in a focus group. To the question, "How visible is Springfield Partners and for what are we best known?" responses were mixed. One response nicely stated the dichotomy:

"In terms of work & effort in our communities, your organization is very visible and the work that you do is very passionate and compassionate. With regards to marketing, your brand needs more work, as it was really challenging for us to find you and begin a mutual partnership relationship to help the communities that we serve."

Another respondent pointed to the same issue:

"You are well known among the nonprofit sector. Your organization does so much that is tough for the general public to get a handle on your brand. Even I have to think about it, and we work with you. You are so diversified in services (taxes to weatherization to credit counseling) that your identity is dependent on the channel of services people are using. This could be a problem when trying to create an overarching brand for the public. You use the tag line, 'Helping People, Changing Lives'. However, it does not address the nuts and bolts of what you do. You are really highlighting the result of your services."

When asked how Springfield Partners could better help them meet the needs of their clients and/or better serve the community (an open-ended question), most community partners survey respondents told us to just keep doing what we were doing or to collaborate with their agency or other agencies. A few had specific programming suggestions, such as workforce development training, heart health programming or more help with rent arrearages.

4. *Client Satisfaction Survey:*

The client satisfaction survey was completed by 356 people. It included questions about respondents' satisfaction with our programs, the attitude and knowledgeability of our staff, the ease of application, the degree of stability they had attained as a result of our services, and whether they would recommend Springfield Partners to others.

Almost everyone surveyed reported a positive experience in dealing with Springfield Partners. Ninety-nine percent found the staff courteous, friendly and respectful—and the remaining one percent was neutral. Only two percent would not recommend Springfield Partners to others. Approximately nine out of ten respondents agreed that the program in which they had participated helped them to become more self-sufficient.

Please take a minute to answer the questions below to let us know how well we have served you.

	Agree	Neutral	Disagree	Total
1) I am satisfied with the program services	330 93%	19 5%	5 1%	354
2) The staff was courteous, friendly and respectful	347 98%	4 1%	2 1%	353
3) The staff took the time to talk about other programs and services available to me	286 81%	26 7%	40 11%	352
4) The staff was able to answer all my questions	331 94%	17 5%	4 1%	352
5) The application process was easy and convenient	321 91%	27 8%	3 1%	351
6) I would recommend Springfield Partners to friends or family members	341 97%	9 3%	2 1%	352
7) The program helped me to become more self-sufficient	307 88%	34 10%	9 3%	350
TOTAL	2,263	136	65	2,464

However, six percent were not in total agreement that the staff had answered all of their questions. Nine percent did not find the application process easy and convenient, and 18 percent reported that the staff had not talked to them about other programs and services available to them. These results suggest that there is room for improvement, particularly in the way we communicate information to clients.

It is worth noting that most of the respondents who did not agree with a question did not strongly disagree either—they were neutral. A neutral response might be assumed to mean that the respondent simply did not feel particularly engaged by the question, or felt that the question did not apply to them. For example, only one percent reported that the staff had not answered all their questions, while five percent were neutral. The “neutral” respondents simply may not have had any questions.

The only question provoking more than three percent actual disagreement was “The staff took the time to talk about other programs and services available to me.” Seven percent were neutral, while 11 percent disagreed. In some instances, the lack of discussion of other programs might have been appropriate or unavoidable. For example, a language barrier or a client’s time constraint might have made such discussion impossible. However, it would certainly not hurt to

remind staff that clients are generally extremely grateful for the programs we provide and would undoubtedly be eager to learn of other resources for which they might qualify.

The open-ended comment section reveals that a number of respondents think Springfield Partners should advertise more. Only six percent learned about Springfield Partners through newspapers, television, radio, our website, or through social media. The majority—69 percent—were referred to our agency by other agencies, friends or family, or learned about us through word of mouth. The specific reasons given under “other” (such as “bank,” “realtor,” “friend”) reveal that most of that 23 percent could also be counted as referrals or word of mouth. A number of open-ended comments mentioned flyers, from the Springfield Housing Authority or as an insert in a utility bill. Placing such informational material in a handy takeaway format at a targeted location would seem to be an effective method of advertising.

More than two out of three respondents expressed interest in being added to Springfield Partners’ email list. Email might be an excellent way to advertise other programs and services available to existing clients, although it wouldn’t help cultivate new ones. On the other hand, over a third of respondents expressed interest in joining a focus group. A focus group might generate useful feedback about the best ways to expand our client base.

As part of the survey, respondents were invited to suggest how Springfield Partners could better serve them. One suggestion was to conduct classes in Spanish. Another was to extend services to the prison system, particularly in order to help incarcerated veterans. Yet another was to give better and more accurate notice of meetings. The great majority of respondents, however, said that Springfield Partners was doing a great job and should just keep on doing the same or more of the same. As one stated, “I would check “outstanding” for all the questions if there were such a box. You have helped me more than any other agency. If you can't answer a question, you point me in the right direction. The staff is excellent. I carry your business cards and hand them out like candy.”

The results of this survey show that Springfield Partners is doing an excellent job of serving the community. Our biggest need is simply to let more people know about our programs and

services. Since so many people come to us through referrals from other agencies, working with our partner agencies to drive people to us would seem a good start. Advertising upcoming programs to our existing client base via email newsletters is another tactic. Making materials available in more than one language should be helpful. Conducting a focus group on how we communicate our offerings will give us the chance to brainstorm ideas in more depth with clients. Continuing the survey will also undoubtedly yield new insights.

X. Strategic Three Year Goals

A. Goal One: Housing

The most pressing issue for low-income residents of the Greater Springfield area in the next three years, as identified by our clients, staff, Board members, community partners and others, is affordable housing. Low-income housing in disrepair financially drains occupants through structural inefficiencies such as lack of insulation, inadequate windows, and other factors that increase the cost of heat and utilities. Homelessness and housing insecurity affect the well-being of entire families, impacting health as well as the ability of family members to work and go to school. Homelessness and housing insecurity also create the conditions for crime, thereby affecting the entire community.

To address the housing challenges, consumers and providers suggested addressing a variety of service gaps: consumers in the survey identified rental assistance, credit repair, housing search assistance, utilities assistance, down payment assistance, and home improvement as the primary services desired. At community forums and focus groups, both consumers and providers noted that the lack of affordable housing made it challenging even for individuals who had rental assistance, such as Section 8 vouchers, to obtain housing; thus, they suggested housing search assistance and landlord outreach as critical services. Finally, providers noted that without supportive services and case management, many low-income persons would not have the life skills, such as financial management, needed to retain the housing. Outreach to increase awareness and understanding of these resources is important for persons who are in need of these services.

By having a clear understanding of housing conditions as well as current demographic and housing concerns within each particular neighborhood, in the coming three years **we would focus our efforts on educating and supporting low-income individuals, in addition to developing or rehabilitating additional housing for low-income individuals. This goal will empower families with low incomes to become more self-sufficient, as well as help to revitalize the communities in which these homes are located. This goal aligns with our agency's mission to help create a better way of life for low-income people.**

Springfield Partners is already well established providing supports in this area. Our HUD-certified Housing Counseling program assists those throughout Hampden County interested in purchasing a home through homebuyer workshops and one-on-one counseling. Our Eviction Clinic helps keep tenants in their homes and teaches them their rights. Our Weatherization Assistance Program provides home insulation and energy assistance to low-income, elderly and families with young children throughout Western Massachusetts, thereby reducing average annual energy costs by several hundred dollars per household.

We will continue using CSBG funds for education, case management, counseling, financial literacy, landlord outreach, credit repair, and assistance with poor rental history in our current programming. To accomplish our added objective of acquiring and renovating properties in low-income neighborhoods, the agency will use unrestricted funds raised through fundraising activities, and also look for grant opportunities through the private sector.

Springfield Partners will coordinate with other public and private agencies, such as the Valley Opportunity Council, the Springfield Housing Authority, Way Finders (formerly HAPHousing), and the Springfield Redevelopment Authority, to identify, purchase and renovate properties; identify low-income buyers; and provide support services. Support services to low-income buyers will be delivered in the form of in-house or online workshops, classes, and one-on-one counseling and case management.

Need #1: Housing

Strategic Three Year Goal Statement

By having a clear understanding of housing conditions as well as current demographic and housing concerns within each particular neighborhood, we would focus our efforts on educating and supporting low-income individuals, in addition to developing or rehabilitating additional housing for low-income individuals. This goal will empower families with low incomes to become more self-sufficient, as well as help to revitalize the communities in which these homes are located. This goal aligns with our agency's mission to help create a better way of life for low-income people.

Indicate whether the goal addresses (check all that apply):

Org. Standard 6.2

- Reduction of Poverty Revitalization of low-income communities Empowerment of people with low incomes to become more self sufficient

Indicate whether it is a (check all that apply): Family Goal Community Goal Agency Goal

Org. Standard 6.3

Indicate which CSBG Service Category applies (check one):

Org. Standard 4.2

- Employment Education Income Management Housing Emergency Services Nutrition Linkages Self-Sufficiency Health Other:

Specific Objectives

insert additional rows if needed

Fiscal Year 2018

Develop a clear understanding of Springfield's neighborhood housing issues by studying the neighborhood demographic and evaluating the *Availability, Adequacy, Appropriateness, Affordability and Amenities* of the housing market.

Assist 65 individuals to maintain their homes by providing housing counseling services and tenant-landlord conflict resolutions services (Eviction Clinic).

Weatherize 65 existing housing units of low income families.

Conduct eight Housing Education Workshops on tenants' rights and responsibilities.

Educate 65 individuals to develop the necessary skills to maintain their homes, such as by budgeting or credit counseling.

Fiscal Year 2019

Based on the housing assessment conducted in FY 2018, select and purchase one or more homes in need of rehabilitation or renovation in a Springfield neighborhood, and make them market-ready.

Assist 65 individuals to maintain their homes by providing housing counseling services and tenant-landlord conflict resolutions services (Eviction Clinic).

Weatherize 65 existing housing units of low income families.

Conduct eight Housing Education Workshops on tenants' rights and responsibilities.

Educate 65 individuals to develop the necessary skills to maintain their homes, such as by budgeting or credit counseling.

Fiscal Year 2020

Based on the housing assessment conducted in FY 2018, select and purchase one or more homes in need of rehabilitation or renovation in a Springfield neighborhood, and make them market-ready.

Assist 70 individuals to maintain their homes by providing housing counseling services and tenant-landlord conflict resolutions services (Eviction Clinic).

Weatherize 70 existing housing units of low income families.

Conduct nine Housing Education Workshops on tenants' rights and responsibilities.

Educate 70 individuals to develop the necessary skills to maintain their homes, such as by budgeting or credit counseling.

B. Goal Two: Employment

The second most pressing issue for low-income residents of Springfield in the next three years, as identified by our clients, staff, Board members, community partners and others, is employment opportunities/job skills. Secure living-wage employment is perhaps the single most important determinant of economic stability. If a household has an adequate annual income, its members can have more choices regarding housing, education, access to services, and all of the other components which contribute to a good quality of life.

Based on our assessment, we identified two primary areas in which additional support is needed for low-income persons in our community to obtain and maintain self-sustaining employment: 1) training for the skills and education they need to be qualified employees and 2) assistance in searching for and obtaining jobs for which they are qualified. We will continue using CSBG funds and funding from the Department of Veterans Services to provide these services to low-income persons.

We already have much of this employment-support programming in place. In recent years, we targeted veterans as recipients of these (and other) services, creating a successful new program. **In the coming three years, we will enhance our current employment-support programming to target other vulnerable populations: specifically, incarcerated individuals, individuals re-entering the community after incarceration, and others without a solid work history.** This objective, by discouraging recidivism and increasing the pool of qualified job applicants, will not only help lift individuals from poverty and make them more self-sufficient, but will benefit the entire community.

For job training and education, we will provide (and/or collaborate with other organizations to provide) such services as job skills training, counseling/coaching, computer classes, GED classes, adult education, adult literacy, and adult language classes. Our goal is to assist 200 low-income individuals in this way.

For employment search assistance, we will provide (and/or collaborate with other organizations to provide) such services as support with interviewing skills, job searching, resume writing, counseling/coaching, dressing for success, developing work history and experience (including volunteer opportunities), and post-incarceration re-entry assistance. In addition, outreach to increase awareness of these resources is important for persons who are in need of these services. Over the coming three years, our goal is to assist 45 unemployed individuals to find jobs, assist 25 individuals without work history to enter the workforce, support 10 previously incarcerated individuals to re-enter the workforce (help them with background checks), and provide intensive case management and support to ensure that 100% of participants successful at obtaining jobs maintain them for at least 90 days.

Springfield Partners will coordinate with other public and private agencies, such as the Islamic Society of Western Mass., Hampden County House of Corrections, Department of Elder Affairs and FutureWorks Career Center, to identify low-income individuals who are in need of these supportive services. The services will be delivered in the form of workshops, classes, and one-on-one counseling and case management. We will continue using CSBG funds and funding from the Department of Veterans Services for case management and counseling.

Need #2: Employment/Job Skills

Strategic Three Year Goal Statement

Our goal is to provide employment support services to low-income individuals, assist unemployed individuals to find jobs, assist individuals without work history to enter the workforce, support previously incarcerated individuals to re-enter the workforce (help them with background checks), and provide intensive case management and support to ensure that 100% of participants successful at obtaining jobs maintain them for at least 90 days.

Indicate whether the goal addresses (check all that apply):

Org. Standard 6.2

Reduction of Poverty Revitalization of low-income communities Empowerment of people with low incomes to become more self sufficient

Indicate whether it is a (check all that apply): Family Goal Community Goal Agency Goal

Org. Standard 6.3

Indicate which CSBG Service Category applies (check one):

Org. Standard 4.2

Employment Education Income Management Housing Emergency Services Nutrition Linkages Self-Sufficiency Health
Other:

Specific Objectives

insert additional rows if needed

Fiscal Year 2018

Provide employment support services (such as resume writing, interview techniques, dress code, etc.) to 65 low income individuals. Assist 15 unemployed individuals to find jobs. Assist eight individuals without work history to enter the workforce. Support three individuals who have been previously incarcerated to re-enter the workforce system (help them with background checks). Provide intensive case management and support to ensure that 100% of the participants who have obtained a job maintain their jobs for at least 90 days.

Fiscal Year 2019

Provide employment support services (such as resume writing, interview techniques, dress code, etc.) to 65 low income individuals. Assist 15 unemployed individuals to find jobs. Assist eight individuals without work history to enter the workforce. Support three individuals who have been previously incarcerated to re-enter the workforce system (help them with background checks). Provide intensive case management and support to ensure that 100% of the participants who have obtained a job maintain their jobs for at least 90 days.

Fiscal Year 2020

Provide employment support services (such as resume writing, interview techniques, dress code, etc.) to 70 low income individuals. Assist 15 unemployed individuals to find jobs. Assist nine individuals without work history to enter the workforce. Support four individuals who have been previously incarcerated to re-enter the workforce system (help them with background checks). Provide intensive case management and support to ensure that 100% of the participants who have obtained a job maintain their jobs for at least 90 days.

C. Goal Three: Crime Reduction

The third most pressing issue for low-income residents of Springfield in the next three years, as identified by our clients, staff, Board members, community partners and others, is crime. The causes and varieties of crime are many and complex, as are the solutions to preventing it. However, it is the belief of the agency that ameliorating the quality of life of those inclined to commit crimes will reduce anti-social behavior. People whose basic needs are being met and who feel a measure of equality in society will be less motivated to break the law. Also, creating linkages with robust community policing programs already in place will empower citizens to “take back” the neighborhoods which they currently perceive to be unsafe.

We will partner with re-entry providers to help those who have been convicted of a crime readjust to society and overcome employment and housing barriers rather than fall into recidivism. We will create linkages with already-in-place programs such as C-3 policing, sector meetings, and Citizen's Police Academy by having case managers attend these meetings.

Need #3: Crime Reduction**Strategic Three Year Goal Statement**

We will partner with re-entry providers to help those who have been convicted of a crime readjust to society and overcome employment and housing barriers rather than fall into recidivism. We will create linkages with already-in-place programs such as C-3 policing, sector meetings, and Citizen's Police Academy by having case managers attend these meetings.

Indicate whether the goal addresses (check all that apply):

Org. Standard 6.2

- Reduction of Poverty Revitalization of low-income communities Empowerment of people with low incomes to become more self sufficient

Indicate whether it is a (check all that apply): Family Goal Community Goal Agency Goal

Org. Standard 6.3

Indicate which CSBG Service Category applies (check one):

Org. Standard 4.2

- Employment Education Income Management Housing Emergency Services Nutrition Linkages Self-Sufficiency Health Other:

Specific Objectives

insert additional rows if needed

Fiscal Year 2018

Create linkages with community policing initiatives. Provide financial literacy to 20 inmates. Provide Housing Counseling Services to 20 inmates. Provide workforce development skills to 10 individuals. Place five individuals in jobs. Assist individuals to obtain and maintain affordable housing.

Fiscal Year 2019

Provide financial literacy to 20 inmates. Provide Housing Counseling Services to 20 inmates. Provide workforce development skills to 10 individuals. Place five individuals in jobs. Assist individuals to obtain and maintain affordable housing.

Fiscal Year 2020

Provide financial literacy to 20 inmates. Provide Housing Counseling Services to 20 inmates. Provide workforce development skills to 10 individuals. Place five individuals in jobs. Assist individuals to obtain and maintain affordable housing.

XI. Specific Objectives

A. Housing Objective

By having a clear understanding of housing conditions as well as current demographic and housing concerns within each particular neighborhood, in the coming three years **we would focus our efforts on educating and supporting low-income individuals, in addition to developing or rehabilitating additional housing for low-income individuals. This goal will empower families with low incomes to become more self-sufficient, as well as help to revitalize the communities in which these homes are located. This goal aligns with our agency's mission to help create a better way of life for low-income people.**

Fiscal Year 2018:

- Develop a clear understanding of Springfield's neighborhood housing issues by studying the neighborhood demographic and evaluating *the Availability, Adequacy, Appropriateness, Affordability and Amenities* of the housing market.
- Assist 65 individuals to maintain their homes by providing housing counseling services and tenant-landlord conflict resolutions services (Eviction Clinic).
- Weatherize 65 existing housing units of low income families.
- Conduct eight Housing Education Workshops on tenants' rights and responsibilities.
- Educate 65 individuals to develop the necessary skills to maintain their homes, such as by budgeting or credit counseling.

Fiscal Year 2019

- Based on the housing assessment conducted in FY 2018, select and purchase one or more homes in need of rehabilitation or renovation in a Springfield neighborhood, and make them market-ready.
- Assist 65 individuals to maintain their homes by providing housing counseling services and tenant-landlord conflict resolutions services (Eviction Clinic).
- Weatherize 65 existing housing units of low income families.
- Conduct eight Housing Education Workshops on tenants' rights and responsibilities.

- Educate 65 individuals to develop the necessary skills to maintain their homes, such as by budgeting or credit counseling.

Fiscal Year 2020

- Promote the renovated homes to low-income individuals or families who have demonstrated interest and motivation in home ownership through participation in one of our housing/financial literacy programs.
- Assist them through all the stages of purchasing the rehabbed properties using our internal resources coupled with our network of lenders and others.
- Assist 70 individuals to maintain their homes by providing housing counseling services and tenant-landlord conflict resolutions services (Eviction Clinic).
- Weatherize 70 existing housing units of low income families.
- Conduct eight Housing Education Workshops on tenants' rights and responsibilities.
- Educate 70 individuals to develop the necessary skills to maintain their homes, such as by budgeting or credit counseling.

B. Employment Objective

In the coming three years, we will enhance our current employment-support programming to target other vulnerable populations: specifically, incarcerated individuals, individuals re-entering the community after incarceration, and others without a solid work history.

Fiscal Year 2018:

- Provide employment support services (such as resume writing, interview techniques, dress code, etc.) to 65 low income individuals.
- Assist 15 unemployed individuals to find jobs.
- Assist eight individuals without work history to enter the workforce.
- Support three individuals who have been previously incarcerated to re-enter the workforce system (help them with background checks).
- Provide intensive case management and support to ensure that 100% of the participants who have obtained a job maintain their jobs for at least 90 days.

Fiscal Year 2019:

- Provide employment support services (such as resume writing, interview techniques, dress code, etc.) to 65 low income individuals.
- Assist 15 unemployed individuals to find jobs.
- Assist eight individuals without work history to enter the workforce.
- Support three individuals who have been previously incarcerated to re-enter the workforce system (help them with background checks).
- Provide intensive case management and support to ensure that 100% of the participants who have obtained a job maintain their jobs for at least 90 days.

Fiscal Year 2020:

- Provide employment support services (such as resume writing, interview techniques, dress code, etc.) to 70 low income individuals.
- Assist 15 unemployed individuals to find jobs.
- Assist nine individuals without work history to enter the workforce.
- Support four individuals who have been previously incarcerated to re-enter the workforce system (help them with background checks).
- Provide intensive case management and support to ensure that 100% of the participants who have obtained a job maintain their jobs for at least 90 days.

C. Crime Objective

We will partner with re-entry providers to help those who have been convicted of a crime readjust to society and overcome employment and housing barriers rather than fall into recidivism. We will create linkages with already-in-place programs such as C-3 policing, sector meetings, and Citizen's Police Academy by having case managers attend these meetings.

Fiscal Year 2018:

- Create linkages with community policing initiatives.
- Provide financial literacy to 20 inmates.
- Provide Housing Counseling Services to 20 inmates.
- Provide workforce development skills to 10 individuals.
- Place five individuals in jobs.

- Assist individuals to obtain and maintain affordable housing.

Fiscal Year 2019:

- Provide financial literacy to 20 inmates.
- Provide Housing Counseling Services to 20 inmates.
- Provide workforce development skills to 10 individuals.
- Place five individuals in jobs.
- Assist individuals to obtain and maintain affordable housing.

Fiscal Year 2020:

- Provide financial literacy to 20 inmates.
- Provide Housing Counseling Services to 20 inmates.
- Provide workforce development skills to 10 individuals.
- Place five individuals in jobs.
- Assist individuals to obtain and maintain affordable housing.

XII. Plan Monitoring and Reporting

Springfield Partners requires program directors to report outcomes regarding progress toward achieving the NPI goals on a monthly basis to ensure that their programs and services are achieving their objectives and providing the intended services for low-income persons.

Currently, a quarterly report is presented to Springfield Partners' Board showing quantifiable outcomes and a qualitative narrative of program work toward the objectives set in their programs. The Board reviews these reports and provides feedback to the programs on areas of improvement.

The staff will conduct evaluations of the strategic three year goals at least every three months for Springfield Partners' Board to review. If, after the first six months, the evaluation indicates that a goal is not meeting its performance objectives, the Executive Director and the Springfield Partners' Board will determine the appropriate action to take.

XIII. References

¹U.S. Census Bureau; American Community Survey, 2010 Demographic Profile; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

²U.S. Census Bureau; American Community Survey, 2009-2013 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

³U.S. Census Bureau; American Community Survey, Selected Economic Characteristics, 2011-2015 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

⁴U.S. Census Bureau; American Community Survey, Poverty Status in the Past 12 Months by Sex by Age (Black or African American Alone), 2011-2015 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

⁵U.S. Census Bureau; American Community Survey, Poverty Status in the Past 12 Months by Sex by Age (Hispanic or Latino), 2011-2015 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

⁶U.S. Census Bureau; American Community Survey, Selected Economic Characteristics, 2011-2015 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

⁷U.S. Census Bureau; QuickFacts, Berkshire, Franklin, Hampden and Hampshire Counties; generated by Cicily Corbett; using QuickFacts; <<http://.census.gov/quickfacts>>; (25 May 2017).

⁸“Agreement Reached To Extend Broadband Coverage In Nine ‘Partially Served’ Western Massachusetts Towns.” August 22, 2016. <<http://www.mass.gov/governor/press-office/press-releases/fy2017/agreement-to-extend-broadband-coverage-in-western-mass-.html>>

⁹Serreze, Mary C. “Hilltown leaders who once ‘had pitchforks out’ thank Lt. Gov. Karyn Polito for broadband progress,” *MassLive* (Springfield, MA), June 29, 2017. http://www.masslive.com/news/index.ssf/2017/06/hilltown_leaders_who_once_had.html#incart_river_home.

¹⁰U.S. Census Bureau; QuickFacts, Hampshire County; generated by Cicily Corbett; using QuickFacts; <<http://.census.gov/quickfacts>>; (25 May 2017).

¹¹ibid.

¹²U.S. Census Bureau; American Community Survey, Poverty Status in the Past 12 Months by Sex by Age (Black or African American Alone), 2011-2015 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

¹³U.S. Census Bureau; American Community Survey, Poverty Status in the Past 12 Months by Sex by Age (Hispanic or Latino), 2011-2015 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

¹⁴Franklin County Chamber of Commerce. "About Franklin County." (2016). Retrieved from <http://franklincc.org/about> (25 May 2017).

¹⁵U.S. Census Bureau; QuickFacts, Franklin County; generated by Cicily Corbett; using QuickFacts; <<http://.census.gov/quickfacts>>; (25 May 2017).

¹⁶U.S. Census Bureau; American Community Survey, Poverty Status in the Past 12 Months by Sex by Age (Hispanic or Latino), 2011-2015 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

¹⁷Babits, John. "Economy isn't what it seems," *Greenfield Recorder* (Greenfield, MA), June 16, 2017. <http://www.recorder.com/Ltr-Babits-GNP-vs-GDP-10461542>

¹⁸U.S. Census Bureau; American Community Survey, Poverty Status in the Past 12 Months by Sex by Age (Black or African American Alone), 2011-2015 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

¹⁹U.S. Census Bureau; QuickFacts, Berkshire, Franklin, Hampden and Hampshire Counties; generated by Cicily Corbett; using QuickFacts; <<http://.census.gov/quickfacts>>; (25 May 2017).

²⁰ibid.

²¹U.S. Census Bureau; American Community Survey, Poverty Status in the Past 12 Months by Sex by Age (Black or African American Alone), 2011-2015 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).

²²U.S. Census Bureau; American Community Survey, Poverty Status in the Past 12 Months by Sex by Age (Hispanic or Latino), 2011-2015 American Community Survey 5-Year Estimates; generated by Cicily Corbett; using American FactFinder; <<http://factfinder2.census.gov>>; (25 May 2017).