



Agency Report
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SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

APPROVED
November 23, 1982
SACRAMENTO HOUSING AUTHORITY
CITY OF SACRAMENTO

Housing Authority of the
City of Sacramento
Sacramento, California **NOV 23 1982**

CITY MANAGER'S OFFICE
RECEIVED
NOV 17 1982

HONORABLE MEMBERS IN SESSION:

SUBJECT: Report of Periodic Assessment of Sacramento
Housing and Redevelopment Agency/Black
Elderly Services Program

SUMMARY

The attached Periodic Assessment Report (Attachment 1) is submitted for your review. Staff recommends acceptance of the report and approval of the responses to the recommendations contained therein.

BACKGROUND

Sacramento Housing and Redevelopment Agency was awarded a contract effective January, 1982, to provide outreach services to the Black elderly. Funding became available in February, 1982, to implement the project. The project is designed to provide outreach and advocacy services to the Black elderly with the goal of increasing the level of participation of Black elderly in available programs in Sacramento County.

An assessment of the program was conducted by Area 4 Agency on Aging of the February-March, 1982, period. A copy of the report of that assessment is attached. The report recognizes that the assessment was conducted very early in the life of the project and is generally positive in tone. The following recommendations from that report either have been, or are being, acted upon as indicated below. The funding agency has concurred in these responses.

Recommendation #1: Project Director should review Scope of Services for the project and current statistics to determine what strategies need to be developed to increase levels of service.

11-23-82
All Districts

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Response: It became apparent that the target for levels of service were unrealistically high; therefore, after a complete analysis of workload and available hours, new target levels were established for the grant year beginning July 1, 1982. (See attachment 2). These target levels have been approved by A4AA and meet the criteria established by the California Department of Aging. Further, staff counseling sessions were conducted to improve productivity and to focus more clearly on the objectives of the grant.

Recommendation #2: Additional publicity, particularly for the Del Paso Heights area, should be considered to provide greater visibility for outreach services.

Response: Workshops were conducted in the Del Paso Heights and Oak Park areas in May and June to focus community attention on the services available to the elderly. The workshops were publicized in the newspaper and by distribution of flyers. The publicity for these workshops and the information disseminated at the workshops meets the requirements of this recommendation and of the grant for Fiscal Year 1982.

In addition, staff members served as panelists at a seminar for Senior Citizens, sponsored by The Sacramento Observer and Greyhound Corporation on August 14, 1982. In September staff participated in the Information Fair held in Oak Park. Further media efforts have been suspended pending resolution of the issue of program design, discussed in this report.

Recommendation #3: Director and outreach staff should develop reporting techniques that will attest to the effectiveness of the outreach effort, i.e., client utilization of services not previously acknowledged by client.

Response: A client satisfaction survey has been developed for implementation this fall which should provide a measure of the effectiveness of the outreach effort. The survey instrument is in the form of a Business-Reply postcard and is shown in attachment 3 to this report.

Recommendation #4: Staff training, either in-house or through community workshops, should be available to outreach workers to increase their particular skills in interviewing, outreach techniques, and understanding of community resources for effective referrals.

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Response: The two outreach workers have each participated in a four hour orientation/training session with the River City Information Center staff to expand their knowledge of available resources and to improve their client interview skills. The Zip Code Directory of services recently compiled by RCIC, has been used by the outreach workers since June. In addition, staff will be attending the California Department of Aging workshops scheduled for November 4, 1982.

Recommendation #5: Coordination with other community agencies should continue to be explored and developed.

Response: This is an on-going process. Staff participates in the monthly Providers Round Table, coordinated by River City Information Center, which is an excellent forum for exchange of information among service agencies. The Program Director participates in United Way's referral agent's program by making presentations to groups of referral agents. Also, not to be overlooked are the daily individual contact with numerous service agencies throughout the community.

ADDITIONAL COMMENTS

In spite of the generally positive tone of the evaluation report and the downward revision of the service targets, staff has concerns about the program as currently structured. There is continued difficulty in meeting service targets. The primary reason for this difficulty is the inability to identify the hard-to-reach Black elderly population. Our methodology has outreach workers going door-to-door in known Black communities looking for the elderly. This approach has had limited success in reaching the clients we want most to reach.

An added factor is that the elderly we do reach frequently occupy the time of the outreach workers with requests for assistance with governmental forms or help in dealing with utility companies. Many are isolated and desire to simply talk out of loneliness. While this is certainly a humanitarian use of their time, it seriously reduces the effectiveness of the outreach workers in meeting the objectives of the grant.

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Other agencies in Sacramento have had similar difficulties in implementing traditional outreach programs with minority populations. Further downward revision of service level targets would call into question the cost-effectiveness of the program.

Also of concern is the safety of the outreach workers as they go door-to-door. Several incidents have already occurred which reinforce that concern. While the safety of the outreach worker must be of primary concern, the liability of the Agency in the event of injury should not be overlooked.

Based on our experience over the last nine months, staff proposes that the Elderly Black Services Program be completely restructured. The thrust of the program would shift from direct service to coordination of church and community volunteer groups who would be providing services. The functions of the staff would include recruiting and coordinating church and community groups, training, media publicity, and technical services.

The key to this proposal is the use of churches within the minority communities. The churches are in existence and are in the best position to feel the pulse of the neighborhood. They are currently providing certain services to the needy. They are the members of the Black community. By enlisting the aid of members of the Black churches to provide information on available services to their neighbors, we would improve the chances of reaching the target population.

The four staff functions mentioned above encompass the structure of the proposed methodology, whether performed by SRHA or another agency.

Recruiting and Coordinating Church and Community Groups. The first task would be establishing a network of churches in the Black community to disseminate information on available resources, including River City Information Center, and the Elderly Nutrition Program. The Minister's Alliance would be a logical point of initial contact. Weekly church bulletins and word-of-mouth by church members would be the primary methods of communicating the desired information. Staff would prepare copy for the bulletin notices.

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The focal point of the effort would be those churches which would commit their membership to provide specific services. Staff suggests starting with two churches initially. These churches would agree to:

- * provide transportation to senior nutrition sites, either by church bus, volunteer driver, share-a-ride, or other means.
- * provide volunteers to serve as Community Resource Persons in their church, neighborhood, or community center. These volunteers would be trained by staff to provide information on resources and/or to refer clients to appropriate agencies for assistance based on needs.

In addition to the churches, certain volunteer organizations such as RSVP would be enlisted to perform such functions as providing assistance (filling out forms) at the Community Centers. With proper training volunteers could perform a number of advocacy functions and could provide assistance by way of referral to, or through, River City Information Center.

Training. It should be emphasized that the entire network of Churches could be counted upon to "spread the word" about available services to their neighbors. The network membership would be asked to refer the isolated elderly to River City Information Center. But the two churches that commit to providing additional services would carry this further by furnishing volunteers for training in community resources followed by a commitment of services at specific times and places. Staff would arrange for appropriate training of volunteers to include available resources and interviewing techniques.

Media Publicity. This would be entirely a staff function with emphasis on press releases for use by radio, television and newspapers, especially those serving the Black community. Additional activities would include preparation of previously mentioned copy for church bulletins and press releases for use in Senior newsletters and other publications directed toward serving the elderly.



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Technical Assistance. This function would include, but not be limited to, individual assessment through telephone contact and home visits. These assessments would not be intended to duplicate services already existing in the community. Referral to the appropriate resource would then follow.

RECOMMENDATION

The staff recommends acceptance of the Periodic Assessment Report and approval of responses to the recommendations contained therein. Staff further recommends that the Sacramento Housing and Redevelopment Commission support further development of the alternative methodology as outlined in this report in order to more effectively meet program goals.

Respectfully submitted,

William H. Edgar

WILLIAM H. EDGAR
Executive Director

TRANSMITTAL TO COUNCIL:

Walter J. Slipe
WALTER J. SLIPE
City Manager

Area 4 Agency on Aging Periodic Assessment Project Data

PROJECT: SHRA/BLACK ELDERLY SERVICES DATE OF ONSITE(S): April 22, 1982

PROJECT DIRECTOR: Charlene James

EVALUATOR(S): Harriette Work
Harriette Work

SITE(S) VISITED: Ping Yuen Center-office; Robertson Center; Oak Park Community Center *Site Report completed.*

PERSONNEL INTERVIEWED: Charlene James; Sheila Battle, Outreach Sorker

FOCUS OF ASSESSMENT: Baseline
 Project Data/Contract Performance
 Program Operations
 Nutrition Operations
 Fiscal
 Follow-up on Previous Assessment (see yellow attachment)

CURRENT PROJECT DATA (services for elderly):

BLACK ELDERLY SERVICES	Contracted Service Level Jan.1 - June 30, 1982	Actual figures - 2 months (statistics 3 months into project) Feb. & Mar. 1982	Ratio of Success
1) Outreach-Personal # of persons served	720 clients/90 of whom are frail elderly	178	74%
2) Outreach-Informative # of persons served # of hours	1,780 clients 90 hours	492 16 hrs.	83% 53%
3) Advocacy # of persons served # of hours	180 clients 100 hrs.	32 17	53% 50%

PROJECT: SHRA/BLACK ELDERLY SERVICES

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STATISTICAL SUMMARY

Although the program had been in operation three months at the time of the assessment, statistical data had been reported for only two months into the program due to start-up preparations during the first month of operation.

Beginning in January, the first month marked a time for selecting and assigning staff, developing policies and procedures and reporting instruments. Project Director was aware of start-up time and commented that statistics should more clearly reflect the potential of the program as the months progress.

Outreach-Informative, which includes presentations to groups, is at 83% of goal, and personal outreach on a one-to-one basis is at 74% of goal. With the program at mid-point, increases should be expected during the coming months. Since this program will continue at the end of this contract period, the project director and outreach staff will be reviewing the first six months of operation for possible re-direction of staff time to meet expected goal levels.

For purpose of this first baseline assessment, guideline questions were submitted to the project director prior to the assessment visit. The assessment summary follows this outline:

BACKGROUND

Sacramento Housing and Redevelopment Agency was awarded a contract effective January 1982 to provide outreach services to Black elderly. The purpose of the project as stated is, "to expand the existing senior information and referral services by providing outreach/advocacy services to provide information to Black elderly on the availability of the River City Information and Referral service and other existing services and benefits. The program intends to represent services and benefits to which they are entitled."

ASSESSMENT OUTLINE

1) Staff members participating in the project:

Outreach Workers: Sheila Battle - 20 hours/week, Del Paso area,
Robertson Community Center

Juanita Henry - 20 hours/week, Oak Park area,
Oak Park Community Center

Project Director: Charlene James (at time of assessment - currently,
Peggy Davis)

Clerical Assistant: Helen Mendonza - 20 hours/week

Resource Librarian: Mary Strohl, 20 hours/week

The evaluator had the opportunity to meet Sheila Battle, outreach worker at the Robertson Community Center. Sheila is currently in the graduate program, School of Social Work at California State University, Sacramento. She expresses a real interest in reaching out to the elderly in her area and an enthusiasm for the program. Juanita Henry, outreach work in Oak Park area was not available, but the director reports that the energy and commitment exhibited by Juanita serve to enhance the program level in her area. Both workers' skills are highly evaluated by the director. (8)

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2) Job Descriptions. Sacramento Housing and Redevelopment Agency (SHRA) has developed current job descriptions that include outreach staff - Community Services Specialists. These job descriptions are on file.

3) Staff Assignments

a. Sites. Currently the two outreach workers are assigned to community centers for a portion of their work assignments approximately four hours/week, and to outreach in their assigned neighborhoods for the remainder of their staff hours. At the center, outreach workers meet and mingle with older persons attending center programs including nutrition, crafts and special events. From these associations, referrals are received for outreach visits as staff inform participants about program goals.

Additionally, staff provide information about services. Currently, the Robertson Center is not attracting as many participants as had been expected; consequently, the outreach worker and project director are considering a different placement emphasis in the next contract period, possibly to North Highlands. To increase the Robertson level of participants, additional group presentations are planned as well as the implementation of bingo games.

The Oak Park Center is very active and the outreach worker is able to meet many participants and to receive many requests for outreach visits. The center's proximity to the Welfare Dept. and Health Dept. offers additional contacts to the outreach worker for referrals.

b. In Communities. Outreach referrals are not only provided by association with friends of prospective clients from the center programs, but referrals are made by the nutrition program staff following home assessment visits; through churches which know of homebound members, and from other community agencies knowledgeable about the outreach program, such as housing offices.

Additionally, staff may visit mobile home parks as part of the outreach effort.

c. Staff & Project Director Coordination. Project director meets weekly with the outreach staff to review cases and progress of the program. Additionally, the director reviews staffs' daily log as an ongoing assessment of the outreach program.

4) Reporting. The project director has developed a daily log for reporting. The log consists of the following: client's name; social security number, if necessary; address and telephone; whether the contact was by phone, home visit, or office visit; whether contact was for information, outreach or advocacy; ethnicity of the client; whether client was at risk; time and date of contract; and nature of problem. These logs are submitted to the director, reviewed and filed in the main office.

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- 5) Public Relations. Television spots were utilized in February on Channels 10 and 40 at the beginning of the program. Since that time, staff have made presentations to groups, particularly to church groups in Del Paso Heights and Oak Park areas. Church groups have been responsive to the program, as well as being supportive.

Project director also highlights the outreach program when meeting with various community groups including Providers' Roundtable.

- 6) Letters of Agreement. Park and recreation districts have been cooperative, offering space at the centers during part of the week. No formal agreements have been signed to date.
- 7) Volunteer Participants. Currently, two volunteers participate in the program, recruited through RSVP. One volunteer is at the Senior Center at 27th & J Streets for 4 hours a week, and another volunteer contributes 3 hours a week in Del Paso Heights. The role and tasks of the volunteers will be reviewed as the program continues.
- 8) Resources. Resources of the I&R program are available to outreach workers as well as the Community Services Planning Council Directory. Additionally, staff conferences enable the outreach staff to update their knowledge regarding new community resources.

SUMMARY

Although the volume of clients at the Del Paso Center is lower than expected, the director is working closely with the outreach worker to consider alternatives.

A resource workshop is planned for the coming months and additional consideration will be given to the introduction of bingo games in order to increase participation at the center, and consequently, more referrals for homebound visits to individuals. Activities in the Oak Park area continue at a reasonable level of participation and referrals/outreach.

Reports and documentation are adequate. Documents of the effectiveness of the outreach efforts, as well as advocacy, will be reviewed by the director and staff in order to determine if the client, because of an outreach visit, did utilize the resources in the community. New clients are tracked for their interests.

These initial months are considered experimental, and as the program and staff adjust to the goals and tasks to be accomplished, new approaches and techniques will be implemented that are proven to be most effective. Additionally, as the community becomes aware of the program, staff will be more secure in reaching out to new areas.

SITE DATE: April 22, 1982

to be filled in
 by A4AA

RECOMMENDATIONS: 4/22/82	Implemented		
	Yes	No	*
1. Project Director should review Scope of Services for the project and current statistics to determine what strategies need to be developed to increase levels of service.			
2. Additional publicity, particularly for the Del Paso Heights area, should be considered to provide greater visibility for outreach services.			
3. Director and outreach staff should develop reporting techniques that will attest to the effectiveness of the outreach effort. i.e. client utilization of services not previously acknowledged by client.			
4. Staff training, either in-house or through community workshops, should be available to outreach workers to increase their particular skills in interviewing, outreach techniques, and understanding of community resources for effective referrals.			
5. Coordination with other community agencies should continue to be explored and developed.			

HW.ln/5.21.82

Attachment 2

BLACK ELDERLY SERVICES PROGRAM
Revised Monthly Service Targets

<u>Service Category</u>	<u>Service Target</u>	
	<u>Old</u>	<u>New</u>
Personal Outreach	162 clients	145 clients
Informative Outreach	<u>356 clients</u>	*
TOTAL OUTREACH	<u>518 clients</u>	<u>145 clients</u>
Advocacy	20 hours	24 hours

NOTE: New targets reflect reduction in availability of each outreach worker from 20 hours to 16 hours per week.

* This category eliminated by California Department of Aging for Fiscal Year 1982-83.

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Elderly Black Services/Minority Outreach
Client Satisfaction Survey

Please Circle Yes or No:

- | | | |
|--|-----|----|
| 1. Was the Outreach Worker courteous? | YES | NO |
| 2. Was the information useful? | YES | NO |
| 3. Have you used any of the services the Outreach worker told you about? | YES | NO |
| 4. Were you advised of River City Information and Referral Center for Senior Citizens? | YES | NO |
| 5. Did the outreach worker assist you in resolving a problem? | YES | NO |

COMMENTS:

