

**REQUEST FOR BOARD ACTION  
HENDERSON COUNTY  
BOARD OF COMMISSIONERS**

**MEETING DATE:** January 18, 2012

**SUBJECT:** REQUEST FOR APPROVAL OF WESTERN CAROLINA  
COMMUNITY ACTION 2012-2013 CDBG GRANT  
APPLICATION FOR FUNDING

**PRESENTER:** Deb Haight, WCCA Henderson/Polk County Community  
Services Director

**ATTACHMENTS:** YES

1. Application
2. Agency Budget Information
3. Email from Barbara Greene

**SUMMARY OF REQUEST:**

Barbara Greene, Community Services Program Director is requesting approval of the Western Carolina Community Action Community Services Block Grant Program application. This is a new requirement this year from their funder. Since this is the final year of the cycle, they do not expect much feedback.

The attached grant is unsigned and will be presented to the WCCA Board of Directors prior to the meeting of the Board of Commissioners for their approval. No Henderson County funding is required.

**BOARD ACTION REQUESTED:**

Staff suggests approving the request.

**SUGGESTED MOTION:**

*I move that the Board approves the request for application by the Western Carolina Community Action of the 2012-2013 CDBG Grant, authorize the clerk to insert the date of January 4, 2012 on page 3, and further authorize the clerk to execute page 30.*

# North Carolina Department of Health and Human Services



## Community Services Block Grant Program

**Fiscal Year 2012-13 Application for Funding**  
**Project Period July 1, 2012 – June 30, 2013**  
**Application Due Date: February 15, 2012**

Applicant Information	
Agency:	Western Carolina Community Action
Federal I.D.	56-0846319
DUNS Number:	030506133
Administrative Office Address:	220 King Creek Blvd., Hendersonville, NC 28792
Mailing Address:	PO Box 685, Hendersonville, NC 28793
Telephone Number:	828 693 1711
Board Chairperson:	Gary Knock
Board Chairperson's Address: (where communications should be sent)	502 Windsor Forest Ct. Fletcher, NC 28732
Board Chairperson's Term of Office:	November 1, 2011 – October 31, 2012 (1 Year)
Executive Director:	David White
Executive Director Email Address:	david@wcca.net
Agency Fiscal Officer:	Sheri Sparks
Fiscal Officer Email Address:	ssparks@wcca.net
CSBG Program Director:	Deb Haight
CSBG Program Director Email Address:	dbatkinson@wcca.net

North Carolina Department of Health and Human Services  
 Office of Economic Opportunity  
 Verna P. Best, Director  
 2013 Mail Service Center  
 Raleigh, North Carolina 27699-2013  
[verna.best@dhhs.nc.gov](mailto:verna.best@dhhs.nc.gov)  
<http://www.ncdhhs.gov/oeo/>

### Checklist to Submit a Complete Community Services Block Grant (CSBG) Application

Please put a check mark in the appropriate box to show that you have included the completed document with your application.

Item	Included (✓) or N/A
Signed Application Certification (blue ink only)	
Signed Board Membership Roster (blue ink only)	
Board of Directors Officers and Committees	
Planning Process Narrative	
Form 210 – Agency Strategy for Eliminating Poverty	
Form 212 – One Year Work Program	
Monitoring, Assessment and Evaluation Plan	
Form 212A – CSBG Administrative Support Worksheet (if applicable)	
Form 225 – Agency Budget Information	
Form 225N-Budget Narrative	
Documentation of Submission to County Commissioners	
<u>Appendices (to be attached by the Applicant):</u>	
• Organizational Chart	
• Job Description and Resume for the Agency's Executive Director	
• Job Description and Resume for the Agency's Chief Financial Officer	
• Affirmative Action Plan	
• Documentation of Public Hearings for Initial Planning Process:	
Copy of Public Notice(s) from Newspaper(s)	
Agenda of Public Meeting(s)	
Copy of Attendance Sheet(s)	
Minutes of Public Meeting(s)	
• Documentation for Notice of Intent to Apply:	
Copy of advertisement(s)	
• Documentation of Submission to County Commissioners:	
Certified document from county clerk	
Commissioners' comments or minutes (if applicable)	
• Cognizant-Approved Indirect Cost Agreement	
• Cost Allocation Plan	

**Community Services Block Grant Program  
Fiscal Year 2012-13 Application for Funding  
Certification and Assurances**

**Public Hearing on the Initial Plan**

We herein certify that a public hearing as required by 10A NCAC 97B .0402 Citizen Participation in the Application Process occurred on February 24, 2010 at 6:00 pm for the initial planning process for the agency's current project plan and the agency has maintained documentation to confirm the process of the public hearing.

For multi-county providers, indicate the date and the county the hearing was held.

Date	County	Date	County
2/24/2010	Henderson for all counties		

**County Commissioners' Review**

We herein certify that the application for this project period was submitted to the Board of County Commissioners for review and comment on \_\_\_\_\_ as required by 10A NCAC 97C .0111(A).

For multi-county providers, indicate the county and date the application for funding was presented to the Board of County Commissioners as required by 10A NCAC 97C .0111(B).

Date	County	Date	County
01/04/2012	Polk		

**Board of Directors Approval of the Application**

I hereby certify that the information contained in the attached application is true and the Board of Directors has reviewed and approved this application for the Community Services Block Grant Program.

Date of Board Approval: \_\_\_\_\_

Board Chairperson: \_\_\_\_\_  
(Signature) (Date)

Finance Committee Chairperson: \_\_\_\_\_  
(Signature) (Date)

**Board of Directors' Membership Roster**

Total Seats Per Agency Bylaws	21			Total Current Vacant Seats	2	
Total Number of Seats Reserved for Each Sector	Poor	7	Public	7	Private	7
Total Number of Vacant Seats Per Each Sector	Poor	0	Public	2	Private	0

Name	County of Residence	Address	Community Group/ Area Represented	Date Initially Seated [month/year]	Number of Terms Served [completed]	Current Term Expiration [month/year]
<b>Representatives of the Poor</b>						
1. Mary Baptist	Transylvania	71 Loeb Drive, Brevard, NC 28712	Rosenwald Community	03/2006	2	03/2012
2. Heather Boyd	Transylvania	2629 King Road, Pisgah Forest, NC 28768	Sec 8 Housing Choice Voucher	05/2008	1	05/2014
3. Stella Ferguson	Henderson	130 Beverly Avenue, Hendersonville, NC 28791	Baker Heights Community	03/2006	2	03/2012
4. Rebecca McGrade	Henderson	P. O. Box 6081, Hendersonville, NC 28793-6081	Head Start	01/2012	0	01/2018
5. Emily Skipper	Polk	8360 South NC 9 Highway, Columbus, NC 28722	CSBG	08/2010	0	08/2016
6. Sherry Williams	Henderson	66 Appletree Lane, Apt. 15, Hendersonville, N C 28792	FSS Participant	08/2010	0	08/2016
7. Ruthie Woodruff	Henderson	405 Dana Road, Hendersonville, NC 28792	Head Start	04/2011	0	04/2017
<b>Public Elected Officials</b>						
1. Valeria Gardin	Transylvania	89 Hillview Circle, Brevard, NC 28712	City of Brevard	06/2011	0	06/2017
2. Barbara Graham	Polk	130 Possum Trot Lane, Columbus, NC 28722	Polk County	08/2011	0	08/2017
3. Lynn Marks	Henderson	511 E. Crooked Creek Lane, Hendersonville, NC 28739	Henderson County	09/2006	2	09/2012
4. Nicola Melby	Transylvania	205 Grove Street, Brevard, NC 28712	Transylvania County	04/2010	0	04/2016
5. Ron Schieve	Transylvania	46 N. Laurel Lane, Brevard, NC 28712	Transylvania County	10/2010	0	10/2016
6.						
7.						
<b>Representatives of Private Organizations</b>						
1. Stephen Blackwell	Henderson	177 Holly Springs Drive, Mills River, NC 28759	Etowah Lions Club	10/2010	0	10/2016
2. Linda Chapman	Transylvania	558 Frozen Creek Road, Brevard, NC 28712	The Family Place of Transylvania County	01/2010	0	01/2016
3. Joe Glowacki	Henderson	117 Woodbridge Drive, Laurel Park, NC 28739	League of Women Voters	11/2009	1	11/2015
4. Gary Knock	Henderson	502 Windsor Forest Court, Fletcher, NC 28732	Habitat for Humanity	10/2006	2	10/2012
5. Donna Marple	Henderson	1200 Spartanburg Hwy., Suite 100, Hendersonville, NC 28792	Henderson County Health Department	02/2010	0	02/2016
6. Lou Parton	Polk	330 Carolina Drive, Tryon, NC 28782	Polk County Department of	11/2011	0	11/2017

MaGruder, Gene Ray	Henderson	P. O. Box 2550, Hendersonville, NC 28793-2550	Social Services Hendersonville Elks Club	11/2011	0	11/2017
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The signature of the Board of Directors Chairperson certifies that the persons representing the poor were selected by a democratic process and that there is documentation on file that confirms the selection of all board members. In addition, by signing below, the Board of Directors Chairperson confirms that the selection of all board members coincide with the directives outlined in the agency's bylaws. A current Board of Directors Member Profile is on file for each member.

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Board of Directors Chairperson

**Board of Directors' Officers and Committees**

Note: All committees of the board should fairly reflect the composition of the board (10A NCAC 97C .0109). Be sure to identify the chairperson and other committee positions.

Name	Office	Sector Represented	County Represented*
Gary Knock	Chair	Private	Henderson
Lynn Marks	Vice Chair	Public	Henderson
Joe Glowacki	Treasurer	Private	Henderson
Ruthie Woodruff	Secretary	Target	Henderson
Gary Knock	Chair	Private	Henderson
Lynn Marks	Vice Chair	Public	Henderson
Joe Glowacki	Treasurer	Private	Henderson
Ruthie Woodruff	Secretary	Target	Henderson
Joe Glowacki	Chair	Private	Henderson
Valeria Gardin		Public	Transylvania
Sherry Williams		Target	Henderson
Lynn Marks	Chair	Public	Henderson
Stella Ferguson		Target	Henderson
Ruthie Woodruff		Target	Henderson
Donna Marple		Private	Henderson
	Chair		
Emily Skipper		Target	Polk
Lou Parton		Private	Polk
Steve Blackwell		Private	Henderson
Barbara Graham	Chair	Public	Polk
Stella Ferguson		Target	Henderson
Gary Knock		Private	Henderson
Nikki Melby		Public	Transylvania
Gary Knock	Chair	Private	Henderson
Linda Chapman		Private	Transylvania
Ron Schieve		Public	Transylvania
Heather Boyd		Target	Transylvania

\*To be completed by agencies serving multiple counties.

**Community Services Block Grant Program  
Fiscal Year 2012-13 Application for Funding  
Planning Process Narrative**

<p>ROMA Goals 1, 3 and 5 Low Income People Become More Self-Sufficient; Low income People Own a Stake in their Community; Agencies increase their capacity to achieve results</p>	<p>DHHS Excels-Goal 2 Expand understanding and use of information to enhance the health and safety of North Carolinians</p>
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1. Explain in detail how each of the following was involved in the planning and development of this strategic plan.
  - a. **The Poor:** We are involved with numerous roundtables that allow us to give and receive feedback from agencies that work with the poor in the counties that we serve. The Board of Directors, one third of who represent the poor, have asked us questions and given us feedback when we periodically attend board meetings. We make referrals to and interact with Head Start staff on a regular basis. In 2010 our Head Start Department conducted a community-wide needs survey including data from the 211 information and referral system. Top needs identified in the Head Start assessment were food, housing (maintaining or finding better), help finding employment and increasing their employability. We are also currently operating in compliance with WCCA's PHA (Public Housing Agency) 5-year plan which was adopted after public hearing for FY 2010 and is updated annually. Beginning in August of 2009 Western Carolina Community Action partnered with The United Way to undertake a Community Needs Survey for Henderson and Polk Counties. Many of our clients and residents in Transylvania County participated in a County Health Assessment in 2009. The Henderson and Polk County surveys were completed in the summer of 2010. In Henderson County 33% of respondents stated they or someone in their household had been out of work in the past year. 57% of the people that were out of work did not find employment. Of the 43% that did find employment 39% had to take a job with less hours and 55% were making less pay! In Polk County 51% of respondents stated they or someone in their household had been out of work in the past year. 64% of the people that were out of work did not find employment. Of the 36% that did find employment 50% were making less pay! In the Transylvania County survey unemployment ranked at the top of the top 5 Community Issues. This underscores the continued need for our Self Sufficiency program in helping participants improve their education and job skills. The success of our ARRA Housing to Self Sufficiency grant highlights the fact that helping participants return to school and earn certificates does result in increased employability.
  - b. **The Staff:** Self Sufficiency staff and supervisors have an ongoing dialogue concerning the program and ways clients can be better served. All CSBG staff come together periodically to brainstorm and discuss client progress and methods of enabling future evolution. Currently, monthly senior staff meetings focus on the strategic activities, goals, and communications needs of the agency and our clients. Additionally, Community Services staff, in conjunction with WCCA's Housing Department, Head Start, and other community-based non-profit service delivery staff, may revise or update needs or services on an ongoing basis between community surveys. All Self Sufficiency staff members are involved in community groups in each of the counties that we serve. We also read local newspapers to stay abreast of current services, job openings and opportunities that might benefit our clients. This allows us to make timely referrals and to stay involved. Self Sufficiency coordinators have frequent contact with participants allowing them to know what current needs are and to provide input on future program requirements. Staff and supervisors review files and service expenditures to discuss and project for the future. CSBG staff discussed possible strategic plan initiatives which were finalized in October of 2011. These initiatives revolve around



increasing the clients' employability through certification or job training, finding a job making more than minimum wage and improving budgeting skills.

c. **The Board:** The Community Services Block Grant is presented to the Board and input is requested annually. The Board and Senior Staff members (including Community Services Directors) are also involved in the Strategic Planning process. Our most recent Strategic Planning process began in late February of 2011 and finished with the finalized Strategic Plan in October of 2011. Each department was asked to work with their staff to develop key initiatives. These initiatives in the Community Services Department revolve around increasing the clients' employability through certification or job training, finding a job making more than minimum wage and improving budgeting skills. When the board is not working on developing a strategic plan they maintain an updated environmental scan of the low-income community through target or "poor" members, government and other community organizations in which members are extensively involved and monthly Program Directors Reports. We continue to use the IDA Program that gained approval on January 11, 2001 to work to bridge the barrier of affordable housing and provide an asset-building strategy to escape poverty as part of our family self-sufficiency programming. In May of 2001, the Board voted to add education, job training and small business ownership to the approved goals for IDAs to assist in bridging the gap from dependency to self-sufficiency. In 2002, the Board moved to add More-at-Four classrooms in targeted Head Start Centers, build a new Head Start and service center at the Village of Kings Creek (occupied November and December 2005, respectively). In 2004, an expansion of our transportation department to include public transit was approved. In response to the Plan, the Board approved another multi-family rental project (16 units) as well as 4 units of special needs housing as part of a multi-faceted workforce housing initiative in Transylvania County, initiating CSBG and IDA/asset building in Polk County, a 54-slot expansion of More-at-Four, and the upgrading of the Silvermont congregate meal site in Transylvania County to a certified senior center to address the growing poverty issues of low- and fixed income seniors. The Board approved the pursuit of ARRA funds for Early Head Start and Head Start expansion as well as a new Housing to Self Sufficiency Program. All of our ARRA programs have proven very successful.

<p>ROMA Goal 5 Agencies increase their capacity to achieve results</p>	<p>DHHS Excels-Goals 1 and 2 Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Expand understanding and use of information to enhance the health and safety of North Carolinians</p>
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2. Describe your agency's method and criteria for identifying poverty causes and list the identified causes. Also describe the methods and criteria used to determine priority and selection of strategies to be implemented that will address the poverty causes.

In the process of delivering CSBG services since 1981 (originating in 1966), WCCA is exposed daily to county residents in greatest need through its portals for Self Sufficiency, Weatherization, Head Start, Section 8 and general information and referral. We also review updated Community Surveys for changes in areas of concern. Many WCCA staff are involved in various committees in all three counties such as The Living Wage Coalition, Interfaith and Sharing House, Thermal Belt Outreach, Caring Meeting, local United Way agencies, and the Hunger Coalition. These committees seek out the causes of poverty as well as solutions. Senior Staff also serve from time to time on the Boards of other agencies such as Transylvania Regional Hospital Home Care, Councils on Aging, The Haven Homeless Shelter, and Blue Ridge Health as well as serving on state and national Boards in Housing and Head Start areas. The causes of poverty were also discussed at our Public Hearing on February 24, 2010.

Our focus continues to be on increasing employability since it impacts all other factors that have been identified in county surveys. As noted in Question 1, in 2010 our Head Start Department conducted a community-wide needs survey including data from the 211 information and referral system. Top needs identified in the Head Start assessment were food, housing (maintaining or finding better), help finding employment and increasing their employability.

1. Lack of employment, underemployment, part time and low-wage employment and lack of living wage positions, estimated at \$11.35/hour without benefits and \$9.85/hour with benefits. During the economic downturn we have seen more people seeking our services that had previously been gainfully employed making good wages regardless of their educational background.
2. Lack of job training and educational options to accommodate newly unemployed persons or underemployed persons; lack of job training and educational opportunities for non- high school graduates.
3. Lack of employment opportunities for educated, skilled workers in their field due to high unemployment and intense competition for fewer jobs. This has resulted in a need for retraining.
4. Energy efficient or standard affordable housing, both rental and owned. While lack of standard housing is a challenge we have found that when standard housing is found clients often do not have funds for deposits. We have worked hard this past year to secure grant funds that allow us to assist clients with deposits and other needs that cannot be met with just CSBG funding.
5. Lack of adequate food and or knowledge concerning local food procurement resources.
6. Inadequate child care subsidies, inadequate before and after school care, and age appropriate child care to bridge the gap between public assistance and self-sufficiency.
7. Rural transportation; isolation, inaccessibility or lack of knowledge concerning resources
8. Changes or disruptions in family composition/structure
9. Inadequate budget, resource, and financial management skill
10. Access to health and dental care; quality mental health care, lack of knowledge concerning availability of support, decreasing availability of free clinics due to funding cuts.

<p>ROMA Goal 1, 2, 3 and 6                  Low income People Become More Self-Sufficient; The conditions in which low income people live are improved; Low-income people own a stake in their community; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other support systems</p>	<p>DHHS Excels- Goal 4                  Provide services to individuals and families identified as being at risk of compromised health and safety.</p>
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3. Describe activities that your agency has undertaken or plans to advocate for and empower low-income individuals and families to achieve a greater sense of authority over their own lives and future.

We have 7 low income or poor on our Western Carolina Community Action Board of Directors. Our Head Start policy council is made up of community members and parent representatives. We have low income clients which serve on the Senior Center Advisory Council. Members are asked to take the information that they gather back to other clients. Head Start Policy Council minutes are posted in all Head Start Centers providing information to all parents. Having this information and sharing it with other clients empowers our board members and policy council members to be more vocal in their community. Senior Center Advisory minutes are posted at our Senior Center to encourage discussion and advocacy in our senior clientele. OnTrack provides financial counseling and classes periodically onsite at the Senior Center. We have offered "Cooking for 1 or 2 and Frugal Cooking" classes as well as exercise classes based on expressed need or interests of clients. Plans are underway to offer additional cooking and exercise classes on a regular basis. We have had "Meet the Candidates" where clients have the opportunity to meet local candidates and have informal discussions concerning issues of importance to seniors.

This agency representation affords our clients and parents the opportunity to participate, learn and ask questions about the workings of a nonprofit and to gain experience for future interactions. We provide information to our clients and parents about local advocacy and legal assistance sites. If necessary we will role play, go with or sit nearby during phone calls while clients advocate for themselves. We are intent on giving clients the information and resources that they need to be their own advocate instead of relying on others.

<p>ROMA Goals 1, 2 4, 5 and 6                  Low income People Become More Self-Sufficient; The conditions in which low income people live are improved; Agencies increase their capacity to achieve results; Partnerships among supporters and providers of services to low-income people are achieved; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and support systems</p>	<p>DHHS Excels-Goals 1 and 2                  Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Expand understanding and use of information to enhance the health and safety of North Carolinians</p>
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4. Describe how your agency plans to make more effective use of, and to coordinate and form partnerships with other organizations and programs including: State welfare reform efforts; public and private resources; religious organizations, charitable groups, and community organizations.

WCCA staff works with the Department of Social Services (DSS) in Henderson, Polk and Transylvania Counties assisting with two-way referrals, program information, intake, follow-ups and publication of available services. WCCA refers clients to the Low-income Energy Assistance Program (LIHEAP), Food Stamps, Medicaid, Crisis Intervention, Employment Security Commission and WorkFirst offered by DSS. DSS makes referrals to WCCA for Housing, Head Start, Transportation, Liquid Nutrition, and Self Sufficiency. Over the past several years, DSS and homeless shelter cases are presenting greater challenges to the community with more mental health and addiction based issues so that referrals to FaithLink family mentoring, Sharing House, local Free Clinics as well as Blue Ridge Community Health Services have increased. As we have seen the face of the needy in our counties change with recession conditions we have noticed an increase once again in referrals from DSS and other local partner agencies that work with homeless or displaced clients to our Self Sufficiency programs. We work with the domestic violence shelter's residents (Mainstay, Safe, and Steps to Hope) in the housing and the transitional process. We make referrals to two local churches in Transylvania County for minor house repairs. One group, House Calls from Brevard Davidson River Presbyterian Church is located in Brevard while the other, Lake Toxaway Methodist, is located eighteen miles west in the rural community of Lake Toxaway. Both churches have built many ramps for our elderly nutrition clients as well as other residents who need simple house repairs completed and do not have the funds to hire a contractor. In Henderson County we refer clients to Housing Assistance Corporation and Weatherization or HARRP programs if applicable. Polk County also has local churches that are willing to assist clients with home repairs. We actively work with the Employment Security Commission, Job Link, Workforce Investment Act Programs, Goodwill Job Training, Vocational Rehabilitation and Work First to identify clients or to place clients in services. Transportation continues to be a challenge for many of our families. We have referred clients to our faith community partners for assistance in getting into the "wheels to work" program. Transylvania County has just celebrated the completion of The Haven Homeless Shelter which has already seen many clients in need of safe housing. CSBG staff are available to go on site to take applications for the homeless shelter as well as the domestic violence shelter if the client is unable to come to the WCCA office.

Even with a limited amount of emergency assistance money available our efforts continue to focus on crisis prevention and bridging the gap between dependency and self-sufficiency. In Henderson, Polk and Transylvania counties, local funding sources have provided funds for us to offer supplemental opportunities

for our low-income participants to stretch their income with programs such as Grow-Your-Own-Garden supplies, Manna Food produce deliveries, and My Sister's Closet/Sharing House. We are just starting to develop a partnership with a local car repair shop in Henderson County that promises to repair our client's cars at a reduced price. At-risk senior adults are the focus of a Liquid Nutritional project in Henderson and Transylvania counties as well as a home delivered (mobile) meals program and two congregate meal sites in Transylvania County, one meal site has been expanded to bring community-based resources to offer a senior center approach to keeping seniors independent and connected during the day. Individual Development Accounts have been introduced in Henderson, Polk, and Transylvania Counties to assist households trying to escape poverty.

WCCA has been a direct grantee of IDA through DHHS from 2001 through 2008 in Henderson and Transylvania Counties, with two grants. IDA was carried into Polk County in 2009. Currently we are sub grantees of NCDOL with our third and fourth grants. Our first grant yielded 4 first time home owners, 1 new small business, and 4 post secondary degrees. Our second grant produced 5 new home owners, 1 new small business, and 3 post secondary degrees. Our third grant, first as a sub grantee of NCDOL, ends this month with 4 home owners, 3 entrepreneurs and 3 working on degree completions. Our fourth grant through NCDOL and NCHFA, solely for home ownership, runs until June 2013 has so far resulted in 1 new home owner, 4 participants are actively saving and completing required financial workshops. We are actively recruiting for the remaining 5 slots in the three counties for individuals willing and able to save toward home ownership.

5. Describe how your agency will establish linkages between governmental and other social services programs to assure the effective delivery of such services to low-income individuals, to avoid the duplication of such services and to fill identified gaps in services, through the provision of information, referrals, case management and follow-up consultations.

<p>ROMA Goal 2, 4 and 6                  Low income People Become More Self-Sufficient; Partnerships among supporters and providers of services to low-income people are achieved; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other support systems</p>	<p>DHHS Excels-Goals 1 and 3                  Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Offer outreach and services to individuals and families identified as being at risk of compromised health and safety.</p>
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WCCA has always had linkages with other organizations in the counties that we serve. In this past year we joined the "Charity Tracker" program for Henderson County and "TRAIN" in Transylvania County. Member organizations partner together, sign confidentiality agreements, then enter pertinent information about client services provided into a database that other members can see. They also list information about services that are available or needs of clients that other agencies may be able to meet. WCCA operates on a "single portal" model. Walk-ins are taken first-come-first-served or by appointment. For applicants who are non-ambulatory, due to poor health or lack of transportation, web based applications or a home visit are offered. A close working relationship with other human service programs is maintained (see #4) which assures information and referral success. As unmet needs become apparent during the initial interview, resources are identified and referrals made to local service agencies, local churches, employers, utility companies, fuel vendors, landlords and school systems as a means of filling the gaps in service on an individual basis. We are still beginning to utilize the North Carolina Benefits Bank to discover other financial resources for our clients. Needs are re-assessed every time an applicant requests service or follow-up contact is made. This may lead to additional or revision of services. Applicants are screened for self-sufficiency potential and if interested are engaged in the application process. Those who (1) complete the Self-Sufficiency application, (2) certify their household income below the Federal Poverty Guidelines, (3) show intent to engage actively in goal setting and achievement are considered potential eligible project participants. Follow-up contacts allow case workers the opportunity to work as a team with the client to provide counseling, motivation, encouragement and empowerment as needed. If a client's needs change or if barriers persist in their efforts

to become independent and self-sufficient through employment reevaluation can occur. An agency collaborative in Transylvania County is getting off the ground through grant funding which allows coordinated services and one stop referrals as needed. This system will allow clients to get numerous referrals without making multiple trips to different agencies. It will also prevent clients from getting the same service from multiple agencies preventing fraud and allowing agencies to stretch resources. When it is determined that employment, child care, transportation, and housing are stable, participants are alerted to opportunities in HUD's Family Self Sufficiency program with escrow accounts and/or SavingsPlus, our IDA savings match program. As part of this comprehensive approach, the Family Self-Sufficiency Coordinator or Homeownership Coordinator is available onsite. Financial literacy has become a stronger component of this program since 2002 because no matter the outcome, these tools serve participants well in the future. Financial literacy classes through local partnerships or online is required through our self sufficiency program as well as maintaining a 90 day budget. A certificate is offered for financial workshops as part of our effort to recognize positive decision-making.

This year we were awarded expansion slots to maintain the growth in our Head Start and Early Head Start programs from ARRA Grant monies. We capitalized on the success of our ARRA Housing to Self Sufficiency grant to apply for and receive grants from United Way, The Community Foundation and Wells Fargo to supplement CSBG self sufficiency programs.

6. Provide a description of how your agency will support innovative community and neighborhood-based initiatives related to the purposes of the Community Services Block Grant (fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging effective parenting).

<p>ROMA Goal 5 and 6 Agencies increase their capacity to achieve results; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other support systems</p>	<p>DHHS Excels-Goals 1 and 5 Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Provide services and protection to individuals and families experiencing serious health and safety needs who are not, at least temporarily, able to assist themselves.</p>
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We continue to work with other agencies in our community to make sure our programs support community initiatives. Many of our other grants (including the United Way and Community Foundation grants) require us to report on how our grants support other local grants while making sure services are not duplicated. Our agency is very fortunate to also administer the Head Start and Early Head Start grants for Henderson, Polk and Transylvania counties. This allows CSBG staff the opportunity to support and refer clients to programs that might be offered that would strengthen families. We make sure our clients participate in financial literacy classes and receive budgeting help since a large source of family stress is lack of financial resources. These financial literacy and budgeting classes are available to all clients as well as the public. Flyers are sent out to all Head Start centers and shared with Home Based teachers. Child care and meals are also provided in hopes of making the sessions more appealing to families. Our agency has also partnered with Blue Ridge Health to provide Parenting classes at our centers and we have posted flyers in our centers notifying parents of local parenting classes. Our Head Start program supports the fatherhood initiative with staff conducting periodic meetings to bring fathers together and provide parenting and other information. These programs and others like them help parents raise their self-confidence and improve their ability to make decisions. All these components collectively strengthen and encourage effective parenting and strengthen families.

WCCA believes that the road to attaining the goal of strengthening families is paved with meeting certain stepping stone goals such as stable employment, affordable housing, reliable and safe child care, adequate education or skill training, increasing income, proper nutrition, health care, parenting skills, self-reliance, and protecting this basic life style with asset purchase. Knowledge of community resources and services is also critical to problem-solving, advocating for self, and sustaining self-sufficiency once achieved. According to current national research, effective parenting increases with asset accumulation. Research has also demonstrated that adequate stable housing can be tied to the success of a child's school performance, which contributes to the success of effective parenting and neutralizes race as a factor. Breaking down basic physical barriers aids in building self-esteem and hope for parents. We refer clients to agencies such as The Family Place, Children's Center, Healing Place, Steps to Hope, The New Leaf at Safe Domestic Violence Center, Meridian Counseling, Blue Ridge Health and Children and Family Resource Center. These partners offer classes and counseling designed to enhance and strengthen families by identifying and managing abusive behavior triggers while reinforcing parenting skills. Help is offered individually and through group sessions. We also refer clients to the public health departments in all three counties for Maternal Care support and assistance which focuses on pre-natal and post-natal care for the mother, father, and infant, as well as to teen pregnancy services and Parents as Teachers.

Parenting skill enhancement is also available by referral to the Head Start/Early Head Start program for parents with children under 5. Each child/family at the centers may be visited two times a year by the Head Start staff to determine if the family is in need of any community resources and are aware of the supports that are available. There is ongoing communication between center staff and managers so referrals can be easily and quickly made. Clients that are referred to the Head Start and Early Head Start programs are also able to participate in the Fatherhood programs provided. If a child is enrolled in the Home Based Head Start/Early Head Start program they receive weekly visits from a teacher that is able to make referrals as needed. Through the Cooperative Extension service and other community outreach services in our counties, information is available about 1) how to make your food stamps and cash last longer 2) how to plan ahead for smart shopping 3) how to make terrific meals and snacks for less money and 4) how to practice your new skills at home. Children in our centers and home based programs learn about nutrition and are given the opportunity to try to new foods giving their parents more flexibility in offering foods and hopefully decreasing the stress of having a "picky eater" at meal time.

7. Describe activities that your agency has undertaken or plans to undertake, on an emergency basis, for the provision of such supplies and services, nutritious foods, and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.

We work with the following local partners to meet the increasing needs for basic or supplemental food. The communities we serve are well aware of food needs and are addressed through the vigilant efforts of the following agencies and partners: Meals on Wheels, WCCA's Home Delivered Meals, congregate meal programs, Liquid Nutrition, Interfaith Assistance Ministry, local church pantries, Anchor Baptist Ministries, Salvation Army, Commodity Food, Food Stamps, Second Harvest, Manna Food Bank deliveries and Back Pack Buddies, Head Start/Early Head Start, subsidized school lunch program, Hunger Coalition, Garden program, Bread of Life Soup Kitchen, Thermal Belt Outreach and local shelters who serve hot meals to the public daily. All these programs work together to fill the need.

Local funding sources have provided the funds for us to continue providing Grow-Your-Own-Garden supplies to approximately 80 families in Henderson, Polk and Transylvania Counties, financial workshops, and Liquid Nutrition for medically at risk senior adults. WCCA operates three programs to counteract conditions of starvation and malnutrition on a daily basis among low-income elderly persons---congregate meal sites (2), home-delivered meals, and (3) liquid nutrition. For over 30 years, we have operated two Congregate Meal Sites, one in downtown Brevard and one in a rural and isolated area 15 miles west of Brevard in the Quebec Community. We serve approximately 100 unduplicated seniors each year a hot

midday meal and an opportunity to participate in social activities. We also operate a home delivered meals program from the rural site, serving 20 clients per day. This meal provides not only nourishment, but a visit from someone other than their family. The meals are delivered by volunteers. During severe winter weather when the sites may be closed, emergency boxed meals are available to the congregate and home delivered clients. For the elderly who are unable to tolerate solid food and cannot participate in the other two nutrition programs because of poor health, we operate the Ensure and Glucerna (for diabetics) liquid nourishment program in Henderson and Transylvania Counties.

All children enrolled in our Early Head Start and Head Start programs receive 2 meals plus snack daily at no charge. We also provide our clients lists of area food pantries, soup kitchens and other places where they can get food at free or reduced cost. We encourage all eligible clients to apply for food stamps. We do have an account with Manna Food-Bank in the event that it is necessary for us to shop directly for supplies.

8. Describe how your agency will coordinate the provision of employment and training activities with entities providing activities through statewide and local workforce investment systems under the Workforce Investment Act of 1998.

<p>ROMA Goal 4 and 6 Partnerships among supporters and providers of services to low-income people are achieved; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other support systems</p>	<p>DHHS Excels-Goal 5 Provide services and protection to individuals and families experiencing serious health and safety needs who are not, at least temporarily, able to assist themselves.</p>
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We continue to be closely involved with our local Employment Security Commission and Joblink programs. We actively work with the agencies that manage Workforce Investment funds and we try to make sure that if funds are available our clients are participating in classes that would qualify them for funds instead of using CSBG funds. In the past year we had a new Goodwill Job Training center open in Henderson County which offers free computer and job skills training classes that are open to clients in all of counties.

9. Describe how your agency will ensure coordination with the emergency energy crisis intervention program under title XXVI (relating to low-income home energy assistance).

<p>ROMA Goals 4 and 5 Partnerships among supporters and providers of services to low-income people are achieved; Agencies increase their capacity to achieve results</p>	<p>DHHS Excels-Goals 1 and 2 Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Expand understanding and use of information to enhance the health and safety of North Carolinians</p>
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DSS in all three counties operates the Emergency Energy Crisis Intervention Program (EE-CIP) and LIHEAP. In Henderson County, EA/CIP is outsourced at Interfaith Assistance Ministry; in Transylvania at the DSS office, in Polk County assistance is given at Thermal Belt Outreach. LIHEAP has even more limited funds this year and eligibility is confined mainly to disabled, elderly and households with children under age five. Clients seeking heating/utility assistance through Interfaith, Salvation Army, Thermal Belt Outreach, DSS or Sharing House are referred to weatherization and/or HARRP (Heating or Air Conditioning Replacement or Repair) as a way to combat high utility bills. Due to changes in eligibility and funding for Weatherization and HARRP more emphasis will have to be placed on localized home repair programs such as Housing Assistance Corporation and church ministries. At WCCA, referrals are made as needs are identified through applicant or participant interviews and/or contacts.

10. Describe the needs of low-income youth and your agency's efforts to promote increased community coordination and collaboration in meeting the needs of low-income youth.

<p>ROMA Goals 1 and 5 Low-income People Become More Self-Sufficient; Agencies increase their capacity to achieve results</p>	<p>DHHS Excels-Goal 1 Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians.</p>
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Many low-income youth have the same barriers and problems as adults. While the number of children dropping out of school decreased in all the counties that we serve for 2009-2010 many youth still struggle with some of the following concerns: literacy difficulties, probability of poor earning potential with just a high school diploma, competition from better educated adults for jobs, no options for teen housing outside the home, high parental addiction rates, etc. Teens from low-income families with multiple issues are constantly challenged to rise above their circumstances with few resources to help them do it.

WCCA has been directly involved with youth through Head Start, More-At-Four, the IDA program where youth are welcome to attend financial workshops, a United Way funded program to bring the Dime-A-Saurus money management program to first and 6<sup>th</sup> graders in Transylvania County, and the Henderson County Schools HELP (Homeless Education Link Project). The collaboration with Henderson County schools HELP project is new this past year. We were at a community meeting and found that many of the families of their homeless students are working poor with enough money to pay their expenses monthly but not enough to pay the deposits to move them into standard, safe housing. By establishing a referral partnership we have been able to assist some of the more promising families. All involvements make efforts to address needs and encourage stretching of programs to coordinate to meet needs. This past year was the second year of bringing the "Wants vs. Needs" curriculum to 6<sup>th</sup> graders in Transylvania County. We started out with one classroom at Rosman Middle School meeting once a year. We expanded to Brevard Middle School where we are providing financial education every nine weeks. All programs help children discover the difference between a "want" and a "need" so they are better equipped to make sound financial decisions. One outcome has been that the students say that this program gives them a better understanding of their parent's financial decisions and helps them be more supportive.

11. Describe activities that your agency has undertaken or plans to undertake to establish a pool of unrestricted funds to further the agency's mission and reduce dependency on government funding.

a. Funds to support services for low-income persons

In 2006, a Public Outreach department was created and in 2007 a WCCA Foundation Board was created to develop an annual fund development plan and execute it. To date, this effort is self-sustaining and has been able to raise money for special initiatives like a new wheel chair bus for the transportation department and United Way, Community Foundation and Wells Fargo grants benefiting the self sufficiency program. We have also been able to secure some funding for the nutritional needs of medically needy clients under 60, and senior and youth activities. We are constantly looking for new grants to support services. We are also trying to identify revenue streams for our programs as well as the agency.

b. Funds to support the overall agency

Grant funding that has been secured not only supports individual programs but makes the entire agency more financially secure. We also have an annual fundraiser with the profits designated for one of the agencies programs. This year we had two fundraisers and we are looking at different



fundraisers as a means of raising more money. A goal of our just completed strategic planning process was to identify a revenue stream.

<p>ROMA Goal 2, 4 and 6                  Low income People Become More Self-Sufficient; Partnerships among supporters and providers of services to low-income people are achieved; Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other support systems</p>	<p>DHHS Excels-Goals 1 and 3                  Manage resources that provide an elevated level of effective and efficient delivery of services and programs to North Carolinians; Offer outreach and services to individuals and families identified as being at risk of compromised health and safety.</p>
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12. Describe your agency's method for informing custodial parents in single-parent families that participate in CSBG programming about the availability of child support services. In addition, describe your method for referring eligible parents to the child support office[s].

When clients are enrolled in our CSBG programs we discuss the availability of child support services, find out if they are already receiving child support, are enrolled in Work First (in which case they would already be pursuing child support) or if for some reason they are ineligible. We have been tracking the number of possible referrals, referrals made and reasons that a referral was not made to Child Support Enforcement on our monthly Program Director's Report. If applicable a goal may also be established. It is the responsibility of the self sufficiency coordinator to update a client's child support status if their status changes and to inform the Program Director.

We work with clients in need of child support by letting them know when and where they can apply and what the process entails. We offer clients a comprehensive list of services in our area. This list includes child support as well as other Department of Social Services programs. If a client has "getting child support" as a specific goal it would be in AR4CA under goals and we would help our clients investigate the possibility. Many clients resist pursuing monetary support for personal reasons. While we respect those wishes we do look for every available avenue for increasing our client's income.

13. Does your agency calculate return on investment for your CSBG program? If so, please explain and give the calculation.

We do calculate return on investment. Here is what we used recently for a \$25,000.00 grant.

It costs approximately \$30,428 per year for an unemployed person who requires public assistance. Our proposal of bringing 10 persons from poverty to self-sufficiency will result in a return of \$12.17 per every dollar invested in the program. I have used the formula below to ascertain this answer. To assure that our goal is achieved; clients who leave the program will be replaced with clients on the waiting list, keeping the on-going number of participants at 10.

$$\underline{\$30,428.00 * \text{per participant} \times 10 \text{ participants} = \$304,280.00}$$

$$\underline{\$25,000.00(\text{amount of grant funds requested}) = \$12.17 \text{ or every } \$1.00 \text{ invested in the program returns } \$12.17 \text{ in benefits. } 304,280/25,000}$$

\$8.00 per hour x 40 hours x 50 weeks =	\$16,000.00
\$16,000.00 x 15% for taxes =	\$2,400.00
\$16,000.00 x 25% for benefits =	\$4,000.00

Average amount of Food Stamps for WCCA Community Services Block Grant Client

\$396.00/month x 12 = \$4,752.00

NC unemployment insurance payment \$126.00\*\* x 26 weeks =

\$3,276.00

Total per client in benefits

\$30,428.00\*

**Community Services Block Grant Program  
Fiscal Year 2012-13 Application for Funding  
Form 210**

**Agency Strategy for Eliminating Poverty**

**Planning Period:** July 1, 2012- June 30, 2013

**Section I: Identification of the Problem (use additional sheets if necessary)**

Give the Poverty Cause name, rank the poverty cause(s) and identify which one(s) the agency will address.

1. Describe the poverty cause(s) in detail in the community with appropriate statistical data. Explain why the problem exists. Identify the segment of the population and give the number of people experiencing the problem. Explain how the persons are adversely affected.

**Describe the poverty cause in detail:** While unemployment dropped slightly last year in all of the counties that we serve it has started creeping back up. October 2009 Unemployment: Henderson County: 8.9, Polk: 8.8, Transylvania County: 9.1. October 2010 Unemployment: Henderson County: 7.2, Polk: 7.1, Transylvania County: 8.0. October 2011: Henderson County: 7.6, Polk: 7.6, Transylvania County: 8.7. We are still experiencing problems with some established manufacturing businesses closing and other businesses cutting back and reducing hours and days. Service industry jobs that remain are lower paying with many more candidates to choose from for available positions.

**We will continue to address the cause of "Inability to gain and maintain employment at a living wage".**

**Explain why the problem exists:** Many of our clients lack the education and skills to be competitive in the current job market. Older workers are holding on to jobs longer or are re-entering the work force for insurance and income reasons. Formerly highly qualified and gainfully employed people are competing for even entry level jobs due to the scarcity of jobs paying living wage. With long term unemployment benefits ceasing for many people it is making it even more important that our self sufficiency clients have every opportunity to improve their skills and become competitive.

**Identify the segment of the population and give the number of people experiencing the problem:** Due to economic trends almost all areas of the population are experiencing challenges finding employment at a living wage. The most vulnerable segment of our population are clients with little or no formal education or training, the second group would be persons whose skills are outdated or no longer necessary in the workplace. Henderson County's population has grown by 19.7% from 2000 to 2010 with unemployment at 7.6% or 8,112 people out of work with 13,236 people living below the poverty level. Polk County's population has grown by 11.9% with unemployment at 7.6% or 1,559 people out of work with 3,138 people living below the poverty level. Transylvania County's population has grown by 12.8% with unemployment at 8.7% or 2,879 people out of work with 6,585 people living below the poverty level.

**Explain how persons are adversely affected:** The inability to find jobs (living wage or otherwise) due to lack of education, training or competition has resulted in the following for our clients: being forced to seek public assistance, being evicted or foreclosed from housing, not being able to afford transportation or losing transportation due to repossession, emotional stress and strain due to an inability to provide basic needs for the family or self, and food insecurity because of the rising cost of groceries.

## Section II: Resource Analysis (use additional sheets if necessary)

### 2. Resources Available:

#### a. Agency Resources:

Self Sufficiency Program, Section 8, Financial Literacy Classes, Weatherization referrals, Early Head Start and Head Start, General Information and Referral, Senior Center, Congregate Meals, Home Delivered Meals, Liquid Nutrition and IDA.

#### b. Community Resources:

Department of Social Services (DSS) in Henderson, Polk and Transylvania Counties, Low-Income Energy Assistance Program, Food Stamps, Medicaid, Crisis Intervention, Employment Security Commission, Work First offered by DSS, Salvation Army, Interfaith Ministries, Sharing House in Transylvania County, FaithLink family mentoring, Blue Ridge Community Health Services, Mainstay, Safe, Steps to Hope, Job Link, Workforce Investment Act Programs, Vocational Rehabilitation, "Wheels to Work" program, Grow-Your-Own-Garden supplies, FLEX Fund, Manna Food produce deliveries, and My Sister's Closet/Sharing House. Thermal Belt Outreach, Goodwill Job Training Center, Workforce Investment Act Partners, The Haven Homeless Shelter, Charity Tracker Intake, Referral and Coordination of Service System in Transylvania and Henderson Counties, Salvation Army, Anchor Baptist Ministries, Transylvania County has an active "living wage" coalition.

### 3. Resources Needed:

#### c. Agency Resources:

Our planned allocation of \$222,671.00 will assist in meeting these needs. Since cooperation and participation between programs is vital to the success of our program we will continue to need funding and support in the form of space and supplies, etc. If we want to continue to provide additional housing, deposits, etc. assistance that would rapidly deplete our client services funds we will need grant funding from other sources.

#### d. Community Resources:

**Savings/Asset-building.** Matching and support funds are needed to meet the demand for Individual Development Accounts. Participation is needed from the local business community, which will reap the benefits from these asset expenditures and the leveraged dollars they generate.

**Child Care subsidies** have remained frozen or with limited availability for the ninth year in a row. Single and two parent families are restricted to the number of hours they can work because of lack of child care vouchers and insufficient funds to pay for before and after school programs.

**Living Wage Jobs.** The Chambers of Commerce in Henderson, Polk and Transylvania County and their Planning Departments are focused on keeping jobs here and providing incentives to resident companies to expand their workforce. Unfortunately since recession like conditions are affecting the entire nation these conditions have resulted in more companies closing, staying stagnant or trimming their workforces in Western North Carolina. We are hopeful that the "eco-based" business movement will grow and bring living wage jobs to the mountains. Over the last eight years we have had a net loss of jobs. Imported wealth continues to be a factor in Henderson, Polk and Transylvania Counties which supports trade jobs and the growth of low-wage

service jobs.

**Housing.** HUD Housing Choice (rental) Voucher program has changed from being frozen for 7 months with a wait list of 12-15 months in 2005 to a wait time of less than two months in the summer of 2006, and now there is a 24+ month wait due to erratic HUD funding, formula changes, and increased Fair Market Rent. Affordable housing to rent is a serious problem in the three counties we serve. Finding stock for our low-income homebuyers continues to be difficult. We are currently in serious need of additional tax-credit/private subsidy rental complexes, as well as subsidized rentals for seniors. Turnover is minimal in these units and the senior complex which opened in 2008 is fully leased with wait list. Broad River Terrace was completed in the summer of 2011; they are full and have a wait list. English Hills, a 40 unit multi-family complex, developed by WCCA, filled in 4 months in 2007 and still maintains a wait list for all types of apartments. We are looking for private builders to develop mixed-income or affordable housing because of high demand from service economy workers as well the workforce earning less than \$40,000 per year. Even non-profit developers are struggling with bringing in housing at affordable levels without cooperation from local government for waivers or fee discounts.

**Health Care** continues to be an issue that continues to threaten a family's ability to stabilize. Even when included in an employee benefit package, cost-sharing, deductibles, and non-allowable costs result in serious stress to low wage earners. Dental care is often not included and this effects not only working while in pain but appearances when searching for a job. Medicaid covered family members generally fare better on basic health care, but with serious or difficult to diagnosis diseases, quality of care is questionable at best. Both Henderson and Transylvania counties now have a free medical clinic, open one night per week, for those without any insurance. Unfortunately the free clinic in Transylvania County has struggled this past year to "stay afloat" and has appealed to Blue Ridge Community Health Services for a takeover. Without government health care expansion funding Blue Ridge Community Health Center cannot commit to a takeover of the Transylvania Free Clinic therefore the future of the free clinic remains at risk. Polk County Wellness and Saluda Medical accept clients on a Sliding Fee Scale. Additionally, Medicaid dental care is limited in WNC because of the scarcity of dentists most of whom have enough private-pay patients to refuse low reimbursement rates as well as insurance. In Henderson County, a clinic-based Stokes Dental exists. Transylvania County is served the Healthy Smiles Dental Collaborative for children under age 6 and by an occasional visit from the "Tooth Bus" sponsored by Mission's Children's Hospital. Polk County has no free or reduced dental for adults and limited treatment at Collins Dental for children. We discovered information about the NCHIP (North Carolina Health Insurance Premium Payment Program) this past year. This program will reimburse clients for private insurance premium payments if anyone in the household is on Medicaid. We have shared this information with all of our clients but it needs to be more widely known.

**Transportation:** While Henderson County does have a transportation system in place the hours and routes could be expanded to make it more useful to working people. In Polk and Transylvania Counties transportation services are very limited with no fixed routes, catering mainly to prearranged medical transportation needs.

**Mentors Needed for our Clients:** Especially people that have completed their GED successfully then went back to school or people that were in difficult financial situations that bounced back.

**Training:** Community Colleges to offer more short term Certificate Classes geared toward the current and future job market.

### Section III: Goal and Strategy

#### 4. Long-Range Goal:

To move 18 no or low-income families above the federal poverty level by June 30, 2013.

5. Strategies for Achieving Long-Range Goal:

To provide comprehensive services to 52 no or low-income families/households designed to remove them from poverty by focusing upon:

1. Work with clients to increase their income from poverty levels to sustainability.
2. Network to find other resources that can provide transportation and/or affordable child care
3. Work with clients to find and obtain standard and affordable housing
4. Advocate for health care and/or insurance for all family members
5. Work with clients to enhance their ability to problem-solve to prevent crisis situations
6. Sponsor financial literacy classes and motivate clients to attend thus improving financial skills and budget discipline
7. Encourage clients to develop savings with emergency funds, NCSAVES, HUD escrow, or Individual Development Accounts
8. Promote community and parent involvement
9. Support increasing awareness of personal responsibility
10. Work with clients to identify "soft skills" weaknesses and eliminate or improve them. By attending workshops like the "Jumpstart" series which are a local collaborative effort.
11. Assist clients in finding, applying for and obtaining available jobs
12. Encourage clients to maintain employment for 90 days.
13. Work with clients and community partners to find relevant certification programs or a degree that will lead to being more gainfully employed

**Community Services Block Grant Program  
Fiscal Year 2012-13 Application for Funding  
One-Year Work Program  
Form 212**

Section I: Project Identification							
1. Project Name:	Self Sufficiency						
2. Poverty Cause Name:	Inability to gain and maintain employment at a living wage.						
3. Long-Range Goal:	To move 18 no or low income families above the Federal Poverty level by June 30, 2013.						
4. Selected Strategy:	To provide comprehensive services to 52 no or low income families/households designed to remove them from poverty.						
5. Project Period:	July 1, 2012	To	June 30, 2013	Plan Year	3	of	3
6. CSBG Funds Requested for this Project:	\$222,671.00						
7. Total Number Expected to Be Served:	28						
a. Expected Number of New Clients	12						
b. Expected Number of Carryover Clients	16						
8. Number expected to be moved above Federal Poverty Guidelines this year (Self-Sufficiency Projects):							9
9. Percent of Long-Range Goal Expected to be Met this Year (For projects other than Self-Sufficiency):							N/A

Section II: One-Year CSBG Program Objective and Activities					
Activities	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
<b>Objective:</b> To provide comprehensive services to 28 no or low income families/households designed to stabilize the household and move them toward self-sufficiency by June 30, 2013.		7/1/12-9/30/12	10/1/12-12/31/12	1/1/13-3/31/13	4/1/13-6/30/13
<b>Activities</b>					
A. Advise public about project via brochures, flyers, posters, human service providers, low-income neighborhood networks, etc.	Community Services Directors Self Sufficiency Coordinators Family Self Sufficiency Coordinator Program Eligibility Specialist	7	14 (7)	21 (7)	28 (7)
B. Screen at least 36 individuals through an intake procedure designed to determine - income eligibility - employment history	Self Sufficiency Coordinators Program Eligibility Specialist	9	18 (9)	27 (9)	36 (9)

- willingness to achieve goal of stability					
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Activities	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
C. Accept applications, verify income, determine readiness, and sign goal plan	Self Sufficiency Coordinators Family Self Sufficiency Coordinator	3	6 (3)	9 (3)	12 (3)
D. Develop a Self-Sufficiency/Stability Goal Plan with participants utilizing action steps in a comprehensive methodology designed to promote employment, enhance earning capacity, address barriers, build self-esteem, and establish a success pattern	Self Sufficiency Coordinators Family Self Sufficiency Coordinator	3	6 (3)	9 (3)	12 (3)
E. Provide or mobilize appropriate and comprehensive support services according to each individual/family's needs focusing upon: - job placement - job skills certification or training - transportation and/or child care - health care and/or health insurance - standard and affordable housing - crisis prevention/ problem solving - budgeting and financial skills - savings for emergencies and assets - community and parent involvements - personal responsibility	Community Service Directors Self Sufficiency Coordinators Family Self Sufficiency Coordinator	19	22 (3)	25 (3)	28 (3)
F. Identify, coordinate and facilitate workshops based upon participant needs, i.e. Basic Money Mgt, Smart Consumer, Credit, predatory lending, decision-making or problem solving, peer group supports, etc.	Community Service Directors Self Sufficiency Coordinators Family Self Sufficiency Coordinator	19	22 (3)	25 (3)	28 (3)
G. Provide financial assistance to participants to support goal-achievement, i.e. - work required clothing, equipment, personal hygiene - public transportation, auto gas, driver's license fee, auto registration, car repair, etc. - books, fees, supplies, for education, etc. - housing, child care, credit reports or related issues	Community Services Directors Community Partners Self Sufficiency Coordinators Family Self Sufficiency Coordinator	19	22 (3)	25 (3)	28 (3)
H. Maintain and develop a cooperative network of service providers, employers, landlords, gov't housing programs, etc. to support participants' goal achievement and to overcome barriers to home or business ownership, job or skill training, or education.	Community Services Directors Program Eligibility Specialist Self Sufficiency Coordinators Family Self Sufficiency Coordinator	19	22 (3)	25 (3)	28 (3)
I. Provide information or referral to start Individual Development Account for asset-building for individuals/families that have stable employment, standard housing, etc. through home or business ownership, job or skill training or education.	Self Sufficiency Coordinators Family Self Sufficiency Coordinator	1	2 (1)	3 (1)	4 (1)
J. Provide ongoing monitoring of client files regarding progress, periodic assessment of clients and give feedback to self sufficiency coordinators. This will be done by reviewing files in AR4CA and paper files	Community Services Directors	19	22 (3)	25 (3)	28 (3)



**Community Services Block Grant Program  
Fiscal Year 2012-13 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

10. Use the tables below to enter your agency's projected outcome results (targets). The outcome measures will be included in the agency's CSBG contract.

All CSBG grantees operating self-sufficiency projects are required to complete Table 1. All CSBG grantees operating non self-sufficiency projects are required to enter applicable outcomes in the Table 2. If your agency operates more than one non self-sufficiency project, please add tables as needed. There should be one table of outcome measures per project.

<b>Table 1 Outcome Measures for Self-Sufficiency Projects</b>	
<b>Project Name:</b>	<b>Expected to Achieve the Outcome in Reporting Period (Target)</b>
<b>Outcome Measures</b>	
Number of persons served	28
The number of low-income families rising above the poverty level	9
The average change in annual income per participant family (in whole #'s)	4000.
The number of participants obtaining employment	9
The number of participants obtaining jobs with medical benefits	3
The participant average wage rate	9.35
The number of participants completing education/training programs	7
The number of participants securing standard housing	5
The number of participants provided emergency assistance	20

<b>Table 2 Outcome Measures for Non Self-Sufficiency Projects</b>	
<b>Project Name:</b>	<b>Expected to Achieve the Outcome in Reporting Period (Target)</b>
<b>Outcome Measures</b>	
Number of persons served	

**Community Services Block Grant Program  
Fiscal Year 2012-13 Application for Funding  
One-Year Work Program  
Form 212 (continued)**

11. For Community Action Agencies that serve multiple counties, provide a breakdown of the expected *number of persons served* in each designated county in the table below. Show the total number of persons served in the table.

Number of Families to be Served Per County										
Agency Name: Western Carolina Community Action										
Project Name: Self Sufficiency										
County	Henderson									Total
Total Planned	18									18
Project Name: Self Sufficiency										
County	Polk									Total
Total Planned	4									22
Project Name: Self Sufficiency										
County	Transylvania									Total
Total Planned	6									28

**Community Services Block Grant Program  
Fiscal Year 2012-13 Application for Funding  
Monitoring, Assessment and Evaluation Plan**

1. Describe the role and responsibilities of the following in the assessment and evaluation of agency programs.
  - a. **Board of Directors:** The Board of Directors receives monthly reports on program performance for both clients served and budget performance. If programs are not meeting expected outcomes the Board does discuss needed changes to programs. When programs are struggling, the Board will ask staff to provide recommendations to remedy the problem through the strategic planning process, programs are reviewed and decisions are made concerning which programs are being successful and which ones no longer seem to be a good fit for the agency. Each Program Director attends at least one board meeting a year to update board members and answer questions. Program Directors Reports are submitted monthly to the board.
  - b. **Low-Income Community:** The WCCA Board of Directors has one third of its membership representing low-income constituents. These members provide feedback on how the agency's programs are affecting them and the people they represent. WCCA also actively seeks the thoughts of low-income residents through surveys and interviews when preparing for strategic planning. In 2010 WCCA completed a community needs assessment survey in Henderson and Polk Counties and took steps to insure that people living on low-incomes were fairly represented in the survey. A similar survey was completed in Transylvania County.
  - c. **Program Participants:** WCCA has two positions reserved on the Board of Directors for clients who are participating in our housing programs. The agency also reserves two spots on the Board of Directors for Head Start Policy Council representatives. Many times the Policy Council representatives are clients. Staff members are in constant contact with their clients and are free to bring any concerns they may have back to program directors. We are mailing out follow up satisfaction surveys to graduating clients.
  - d. **Others:** WCCA identifies its stake holders every three to five years through its strategic planning process. We then seek input from all identified stake holders. Locally elected County Boards and some municipal governments hold one third of the seats on the WCCA Board of Directors. Important civic groups, non-profits, and other organizations also have representation on the board of WCCA.
2. Describe how administrative policies and procedures are monitored by the Board of Directors. The Board of Directors has a personnel committee, finance committee, and a by-laws committee. These committees review WCCA's Personnel Policies, Fiscal Procedures and By-Laws at least once every three years. These policies are then updated and presented to the full board for discussion and approval.

3. Describe how the Board acts on monitoring, assessment and evaluation reports.  
The WCCA Board receives the Program Directors Report monthly giving them the opportunity to act on monitoring, assessment and evaluation reports by making changes recommended by these reports, or instructing agency staff to make the necessary changes. If these reports reflect superior performance the Board may recognize these efforts.
4. Describe the Board's procedure for conducting the agency self-evaluation.  
The Board of Directors receives monthly reports on program performance for both clients served and budget performance. If programs are not meeting expected outcomes the Board does discuss needed changes to programs. When programs are struggling, the Board will ask staff to provide recommendations to remedy the problem. Through the strategic planning process, programs are reviewed and decisions are made concerning which programs are being successful and which ones no longer seem to be a good fit for the agency.
5. Summarize the results of the Board's most recent self-evaluation. Describe how the information has been or will be used to develop the agency's next Strategy for Eliminating Poverty. Indicate when the next evaluation will begin and be completed.

The WCCA Board of Director's is constantly evaluating the agencies programs. When there are problems, the WCCA Board works with staff to find solutions. In 2008, it was determined that WCCA could no longer effectively operate the Weatherization Assistance Program. Arrangements were made with a neighboring Community Action agency to operate the program in Henderson and Transylvania Counties. Also in 2008, the WCCA Board of Directors acted after strategic planning determined that WCCA should be offering CSBG programming in Polk County. At the same time, the WCCA Board of Directors determined that WCCA should play a larger role in services to older adults in Transylvania County by starting a state recognized senior center. WCCA has followed through on all of these important decisions by the Board.

Our most recent Strategic Planning process began in late February of 2011 and finished with the finalized Strategic Plan in October of 2011. Each department was asked to work with their staff to develop key initiatives. These initiatives in the Community Services Department revolve around increasing the clients' employability through certification or job training, finding a job making more than minimum wage and improving budgeting skills. The WCCA Board will use this process to determine new initiatives and may decide that some programs no longer should be operated by WCCA.

**Community Services Block Grant Program  
Fiscal Year 2012-13 Application for Funding  
Administrative Support Worksheet  
Form 212A**

1. Administrative Support requested for (Name of Grant): N/A		
2. Total amount of Administrative Support requested: \$		
3. Brief description of grant including the name of the funding source:		
4. Total Grant Amount:	\$	
5. Give the reason for requesting Administrative Support from CSBG and describe how the funds will be used: (Attach supporting documentation in the Appendices)		
6. How will the agency track the CSBG funds used for Administrative Support?		
7. Basis for determining amount of Administrative Support needed. (Please select either Indirect Costs or Cost Allocation, not both.)		
<b>Indirect Costs</b>		
Indirect Cost Base		
Indirect Cost Rate %:		%
Indirect cost base amount for this grant:		\$
Percent indirect allowed by funding source for this grant:		%
Dollar amount indirect allowed by funding source for this grant:		\$
<b>Cost Allocation</b>		
Percent of administrative costs allowed by funding source for this grant %:		%
Dollar amount of administrative costs allowed by funding source for this grant:		\$
8. Actual numerical calculation used to determine Administrative Support needed:		
9. Administrative Support to be applied: (choose one)	Monthly	
	Quarterly	
	Annually	

**OEO Form 225N-The Budget Narrative**

Item	Description		
<b>Section III-Budget Summary</b>			
Indirect Cost Rate Information			
<b>Section IV-Salary and Wages</b>			
Staff Names and Positions			
<b>Section IVa-Budget Support Data</b>			
Fringe Benefits			
Communications			
<b>Section IVb-Budget Support Data</b>			
Equipment			
<b>Section IVc-Budget Support Data</b>			
Space Costs			
Travel			
Supplies/Materials			
<b>Section IVd-Budget Support Data-Contractual</b>			
Sub-contractor [DBA if applicable]		Primary Contact	
Address/Phone			
Service Description			
Payment Arrangement		Contract Duration	
Sub-contractor [DBA if applicable]		Primary Contact	
Address/Phone			
Service Description			
Payment Arrangement		Contract Duration	
<b>Section IVe-Budget Support Data</b>			
Client Services			
Other			



**Community Services Block Grant [CSBG]  
Documentation of Submission to County Commissioners**

Background: The North Carolina Administrative Code [10A NCAC 97C.0111 (b)(1)(A)] requires that each CSBG grant recipient submit its Community Anti-Poverty Plan [grant application] to each County Commissioner Board that it serves.

Instructions: This form is to be completed and notarized by the Clerk to the Board.

Agency Name: Western Carolina Community Action

County: Polk

Date of Application Submission: January 4, 2012

[Note: This application should be submitted to the County Commissioners at least thirty (30) days prior to application submission to the Office of Economic Opportunity [OEO]. The grant application is due OEO February 15, 2012.]

Clerk to the Board should initial all items below.

- The agency submitted a complete grant application for Commissioner review.
- The Clerk to the Board will be responsible for assuring that the application is distributed to the Commissioners.
- Commissioners' comments provided those to the agency. (If applicable)

\_\_\_\_\_  
Clerk to the Board

\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness/Notary

\_\_\_\_\_  
Date

**AGENCY BUDGET INFORMATION**

Page of Pages

Budget Type:  Annual Application:  Amendment:  Budget Change:

**Section 1. IDENTIFICATION**

Agency Name: Western Carolina Community Action, Inc. Contract Period: July 1, 2012 - June 30, 2013

**SECTION II. CONTRACT SUMMARY**

<b>Contract</b>	<b>Total Direct Costs</b>	<b>Total Indirect Costs</b>	<b>Admin. Support (CSBG Only)</b>	<b>Total Contract Amount</b>
BG	\$196,824	\$25,847	\$0	\$222,671
<b>TOTAL OEO CONTRACT AMOUNT</b>				<b>\$222,671</b>

**CSBG ADMINISTRATIVE SUPPORT:** Insert name of program supported by CSBG and the amount of support indicated on the Administrative Support Worksheet (OEO Form 212A).

(Insert Program Name)	\$0	(Insert Program Name)	\$0	(Insert Program Name)	\$0
(Insert Program Name)	\$0	(Insert Program Name)	\$0	(Insert Program Name)	\$0

**SECTION III. BUDGET SUMMARY**

OBJECT CATEGORIES	Self Sufficiency	(Insert Program Name)	(Insert Program Name)	(Insert Program Name)	PROGRAM TOTALS	COUNTY TOTALS
Salaries/Wages	\$112,318	\$0	\$0	\$0	\$112,318	\$112,318
Fringe Benefits	\$35,380	\$0	\$0	\$0	\$35,380	\$35,380
Communications	\$6,000	\$0	\$0	\$0	\$6,000	\$5,560
Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Space Cost	\$18,318	\$0	\$0	\$0	\$18,318	\$18,318
Travel	\$4,465	\$0	\$0	\$0	\$4,465	\$3,465
Supplies/Materials	\$984	\$0	\$0	\$0	\$984	\$2,424
Contractual	\$4,600	\$0	\$0	\$0	\$4,600	\$4,600
Client Services	\$8,879	\$0	\$0	\$0	\$8,879	\$8,879
Other	\$5,880	\$0	\$0	\$0	\$5,880	\$5,880
<b>Total Direct Costs</b>	<b>\$196,824</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$196,824</b>	<b>\$196,824</b>
<b>Indirect Costs</b>						
Approved Rate: 17.5%	\$25,847	\$0	\$0	\$0	\$25,847	\$25,847
Base: Salaries & Fringe Benefits						
<b>TOTALS</b>	<b>\$222,671</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$222,671</b>	<b>\$222,671</b>



January 6, 2012

Here is the completed copy of the WCCA 2012-2013 CSBG grant I emailed you about earlier in the month. Please notice page 30 where initials and signatures are required from the Commission. This is a new requirement this year from our funder. We have always had to submit to the Commission but never had to have this page completed certifying that they have read/reviewed it. Since this is the final year of the cycle, we do not expect much feedback. Just send me an email and I will have someone come pick it up from you. If you think our attendance is necessary, please advise and we will certainly come to the meeting.

This grant is unsigned - it will be presented to our Board of Directors January 12 for approval. We would welcome any of the Commissioners or Henderson County residents. We meet at the Etowah Lions Den at 6pm.

Thanks for your help.

Barbara Greene  
Community Services Program Director  
Western Carolina Community Action  
181 Hillview Extension  
Brevard, NC 28712  
828-884-2255