

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

MEETING DATE: January 7, 2013

SUBJECT: Request for Approval of Western Carolina Community Action
2013-2014 CSBG Grant Application for Funding

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

ATTACHMENTS: YES

1. Application
2. Agency Budget Information

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 continuing grant that supports WCCA's outreach to low-income residents as well as self-sufficiency, homeownership, and senior adult programs. This grant application represents year 1 of another 3-year cycle.

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 County funds are required to fund these programs.

BOARD ACTION REQUESTED:

The Board is requested to approve the request.

SUGGESTED MOTION:

I move that the Board approves the request for application by the Western Carolina Community Action of the 2013-2014 CSBG Grant, authorize the clerk to insert the date of January 7, 2013 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 2013-14 Application for Funding
Project Period July 1, 2013 – June 30, 2014**

Application Due Date: February 1, 2013

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:	Donna Marple
Board Chairperson's Address: (where communications should be sent)	1200 Spartanburg Hwy, Suite 100, Hendersonville, NC 28792
Board Chairperson's Term of Office:	November 2012 – October 2013
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
2420 Mail Service Center
Raleigh, North Carolina 27699-2420
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)	Will get signed at board Meeting
Signed Board Membership Roster (blue ink only)	Will get signed at board Meeting
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)	N/A
Form 225 – Agency Budget Information	Will come separately
Form 225N-Budget Narrative	Will come separately
<u>Appendices (to be attached by the Applicant):</u>	
• Organizational Chart	Will be available at meeting
• Job Description and Resume for the Agency's Executive Director	Will be available at meeting
• Job Description and Resume for the Agency's Chief Financial Officer	Will be available at meeting
• Job Descriptions for all CSBG employees	Will be available at meeting
• Affirmative Action Plan	WCCA does not have.
• Documentation of Public Hearings for Initial Planning Process:	Will be available at meeting
Copy of Public Notice(s) from Newspaper(s)	Will be available at meeting
Agenda of Public Meeting(s)	Will be available at meeting
Copy of Attendance Sheet(s)	Will be available at meeting
Minutes of Public Meeting(s)	Will be available at meeting
• Documentation for Notice of Intent to Apply:	Will be available at meeting
Copy of advertisement(s)	Will be available at meeting
• Documentation of Submission to County Commissioners:	Will be available at meeting
Certified document from county clerk	County Commissioners have until Jan. 21 st to return
Commissioners' comments or minutes (if applicable)	County Commissioners have until Jan. 21 st to return
• Cognizant-Approved Indirect Cost Agreement	Will be available at meeting
• Cost Allocation Plan	Will be available at meeting
• Verification of 501(C)(3) Status	Will be available at meeting
• State Grant Certification – No Overdue Tax Debts	Will be available at meeting
• Notarized Conflict of Interest Policy	Will be available at meeting
• Federal Certifications	Will be available at meeting
• Contracts	Will be available at meeting

**Community Services Block Grant Program
Fiscal Year 2013-14 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 _____ 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
12/12/2012	Transylvania		
12/13/2012	Polk		
12/18/2012	Henderson		

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
12/21/2012	Henderson		
12/21/2012	Polk		
12/21/2012	Transylvania		

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)

Western Carolina Community Action

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

Name	County of Residence	Address	Community Group/Area Represented	Date Initially Seated [month/year]	Number of Terms Served [completed]	Current Term Expiration [month/year]
Representatives of the Poor						
1. Heather Boyd	Transylvania	2629 King Rd., Pisgah Forest, NC 28768	Low-income housing	5/2008	1	5/2014
2. Marlene Brown	Henderson	27 Doelger Dr., Hendersonville, NC 28792	Self-sufficiency prog.	9/20012	0	9/2015
3. Teresa Duncan	Transylvania	282 Otto Alexander, Brevard, NC 28712	Silvermont Opp Cntr	9/2012	0	9/2015
4. Rebecca McGrade	Henderson	P. O. Box 6081, Hendersonville, NC 28793-6081	Policy Council	1/2012	0	1/2015
5. Jackie Smith	Henderson	133 Tennis Ranch Rd., Fletcher, NC 28732	Public transit	9/2013	0	9/2015
6. Sherry Williams	Henderson	66 Appletree Lane, Hendersonville, NC 28792	Sec 8 H Ch voucher	8/2010	0	8/2013
7. Ruthie Woodruff	Henderson	405 Dana rd. Hendersonville, NC 28792	Policy Council	4/2011	0	4/2014
Public Elected Officials						
1. Sandy Brown	Henderson	633 White Pine Drive, Hendersonville, NC 28739	Henderson County	3/2012	0	3/2015
2. Valeria Gardin	Transylvania	89 Hillview Circle, Brevard, NC 28712	City of Brevard	6/2011	0	6/2013
3. Barbara Batchler (formerly Graham)	Polk	130 Possum Trot Lane, Columbus, NC 28722	Polk County	8/2011	0	8/2014
4. Ron Schieve	Transylvania	46 N. Laurel Lane, Brevard, NC 28712	Transylvania County	10/2012	0	10/2013
5. Terri Trimble	Transylvania	59 Morningside Drive, Brevard, NC 28712	Transylvania County	7/2012	0	7/2015
6. Mike Wollinger	Henderson	101 Jack St., Hendersonville, NC 28792	City of H'ville	4/2012	0	4/2015
7. Linda Weldon	Henderson	P. O. Box 6458, Hendersonville, NC 28793-6458	Henderson County	11/2012	0	11/2015
Representatives of Private Organizations						
1. Stephen Blackwell	Henderson	177 Holly Springs Dr., Mills River, NC 28759	Etowah Lions Club	10/2012	0	10/2015
2. Linda Chapman	Transylvania	558 Frozen Creek Road, Brevard, NC 28712	Family Place of T Co	1/2010	0	1/2013
3. Melanie Jones	Transylvania	P. O. Box 1360, Brevard, NC 28712	Boys & Girls C - T C	11/2012	0	11/2015
4. Ron Laughter	Henderson	111 Keith St., Hendersonville, NC 28792	Habitat for Humanity	11/2012	0	11/2015
5. Donna Marple	Henderson	1200 Spartanburg Hwy., Hendersonville, NC 28792	H C Public Health Dt	2/2010	0	2/2013
6. Lou Parton	Polk	231 Wolverine Trail, Mill Spring, NC 28736	Polk Co DSS	11/2011	0	11/2014
7. Madeline Roves	Henderson	424 S. Walnut Tree St., Hendersonville, NC 28792	League of W Voters	8/2012	0	8/2015

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.

Board of Directors Chairperson

Western Carolina Community Action

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*
Donna Marple	Chair	Private	Henderson
Sandy Brown	Vice-chair	Public	Henderson
Heather Boyd	Secretary	Poor	Transylvania
Mike Wollinger	Treasurer	Public	Henderson
Mike Wollinger	Chair	Public	Henderson
Steve Blackwell		Private	Henderson
Sherry Williams		Poor	Henderson
Madeline Royes	Chair	Private	Henderson
Teresa Duncan		Poor	Transylvania
Valeria Gardin		Public	Transylvania
Sandy Brown	Chair	Public	Henderson
Jackie Smith		Poor	Henderson
Ron Laughter		Private	Henderson
Ron Schieve	Chair	Public	Transylvania
Heather Boyd		Poor	Transylvania
Linda Chapman		Private	Transylvania
Linda Weldon		Public	Henderson
Linda Chapman	Chair	Private	Transylvania
Terri Trimble		Public	Transylvania
Marlene Brown		Poor	Henderson
Madeline Royes		Private	Henderson

*To be completed by agencies serving multiple counties.

**Community Services Block Grant Program
Fiscal Year 2013-14 Application for Funding
Planning Process Narrative**

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	DHHS Excels-Goal 2 Expand understanding and use of information to enhance the health and safety of North Carolinians
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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. Western Carolina Community Action's Board of Directors is comprised of one third representatives of the poor. Recently a vacancy in the poor contingent of the board resulted in the opportunity for a self sufficiency client to serve on the board. This presents us with a unique opportunity to not only have representation on the board where folks that have experienced poverty are able to have a chance to voice concerns but they also have an impact on decisions that affect the agency and others that we serve. Members of Head Start staff are located in two of our main offices. Head Start requires that family workers work closely with the families that they serve. These close relationships enable them to share general familial concerns with us and other staff without sharing specific information. We make referrals to and interact with Head Start staff on a regular basis. 2011 data from the regional 211 information and referral system indicates that the top caller needs are assistance with housing and utilities, health care, legal, consumer and public safety services and individual, family and community support. The Head Start department is starting to work on the Community Assessment for 2012 with the expectation that it will be complete at the beginning of 2013. We continue to operate 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. 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 2012. This survey indicated that Transylvania residents listed their top three concerns as: the economy/unemployment, activity/recreation options and healthcare. Many are hopeful that the recent opening of a satellite Blue Ridge Health Center will improve healthcare options in Transylvania County since quality medical care is provided on a sliding fee scale. The Henderson and Polk County United Way surveys were completed in the summer of 2010 and have not been repeated. 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 United Way 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.
 - b. **The Staff:** Self Sufficiency staff and supervisors continue to 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. If problems or roadblocks are encountered input is gathered concerning possible community resources. 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 or a job with benefits 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 Director/Assistant Director for Transylvania County) 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 revolved around increasing the clients' employability through certification or job training, finding a job making more than minimum wage and improving budgeting skills. Strategic Plan updates for the CSBG portion were presented to the board in October of 2012. The board was given an opportunity to comment. An update with outcomes for the Community Services department was presented to the board in September of 2012. Comments were welcomed. 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. The Individual Development Account Program, Housing Initiatives, Senior Center, Head Start and Early Head Start and Pre-K expansions, Transportation and ARRA grants have all been the result of the board looking for ways to meet community needs.

<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.

<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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In the process of delivering CSBG services since 1981 (originating in 1966), WCCA is proactive to communicate information daily with county residents in greatest need through its portals for Self Sufficiency, Senior Center, Nutrition Services, Section 8 and Head Start. We also review current Community Assessments for areas of concern. Many members of WCCA's 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, The Homeless Coalition, United Way, 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 regional, state and national Boards in Housing and Head Start areas. The causes of poverty were also discussed at our Public Hearings in each of the counties in December 2012.

We also review the annual report from the 2-1-1- call centers for Transylvania and Henderson counties. In both counties, the #1 request (27% of calls) was for housing and utility assistance. WCCA has been successful in both counties to use this information as well as other documentation to apply for and be awarded grants to collaborate to meet these needs for over 50 people. The self sufficiency case manager in Transylvania also serves on the Homeless Coalition. In Transylvania County the Haven Homeless shelter was awarded a grant to provide assistance to homeless folks with a desire to move into permanent shelter. The self sufficiency coordinator in Transylvania County has offered her expertise to The Haven as they begin to implement their grant.

Another important document that helps us identify needs is the Community Assessment from each county. At Western Carolina Community Action the Head Start program gathers and disseminates this information to the rest of the agency. Head Start is currently collecting data for the 2012 Community Assessment with hopes of having a final product available in early 2013. For example, as our population ages in each county, a new set of unmet needs surfaces. In Transylvania County, the population of persons 65 years and older is 25.8% - the highest in Western North Carolina. Using this data, we can plan more effectively for activities/programs/workshops at the Senior Center that WCCA operates. Isolation of low income seniors was a leading concern in the assessment.

From this perspective the causes of poverty are:

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. The effects from the economic downturn are still evident as we see more people seeking our services that had previously been gainfully employed making good wages. Just Economics will re-visit the rate calculations in 2013 to make sure they still reflect a true living wage.
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. (NC downsized many Employment Security Commission offices in 2012 decreasing the number of free locations where job training might be available).
3. Lack of employment opportunities for educated, skilled workers in their field due to high unemployment and intense competition for fewer jobs.
4. 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
5. Energy efficient or standard affordable housing, both rental and owned
6. Rural transportation; isolation, inaccessibility or lack of knowledge concerning resources
7. Changes or disruptions in family composition/structure
8. Inadequate budget, resource, and financial management skills
9. Access to health and dental care; quality mental health care, lack of knowledge concerning availability of support and services

See #1 above. The combination of survey results, public meetings, agency experience, past CSBG performance, and knowledge of our community needs indicate stable jobs, training/retraining programs, securing standard housing, accumulation of assets, and increased income are key benchmarks to breaking the welfare cycle and fostering thoughts and actions of independence.

Criteria for acceptance:

1. Return completed application and score sheet.
2. Determine income eligibility.
3. Ascertain employability – by reviewing employment history and barriers
4. Work with client to clarify motivation or willingness to achieve goal of stability.
5. Develop and sign a Self-Sufficiency/Stability Goal Plan.

Strategies to be implemented are:

1. Discover and utilize community services.
2. Locate reliable transportation and/or affordable child care
3. Determine Employability/Improve Job Skills
4. Prevent crisis and enhance ability to problem-solve and self-advocate
5. Obtain standard and affordable housing with energy efficiency
6. Obtain health care and/or insurance for all family members
7. Gain budget control and improve financial skills
8. Move income from poverty/crisis to sustainability/stability
9. Save in emergency funds, NCSaves accounts, HUD escrow, or Individual Development Accounts
10. Encourage community and school involvement
11. Explore other areas for increasing income such as Child Support and Work First

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 and to get input from their peers. Senior Center Advisory minutes are posted at our Senior Center to encourage discussion and advocacy in our senior clientele.

OnTrack provides financial literacy classes 2 times a year and counseling and classes periodically onsite at the Senior Center. The financial literacy classes are open to the public and our clients are encouraged to attend. Recently we partnered with Just Economics from Asheville to offer a program called "Voices for Economic Justice" in Brevard on a variety of subjects including community organizing, power and direct action, how to identify issues, framing an issue, taking action together and project celebration. In the future this program may be offered in Henderson and Polk counties. 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 and the community.

We also provide information and referrals in the community to empower not only our clients but the public that may come in with questions concerning the availability of assistance.

All this agency representation and involvement 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 four years, DSS cases are presenting greater challenges to the community with more mental health and addiction based issues so that referrals to FaithLink family mentoring as well as Blue Ridge Community Health Services have increased. Still feeling the effects of the recession, we notice an increase once again in referrals from DSS and partner agencies to our Self Sufficiency programs. We work with the domestic violence shelter's residents (Mainstay, SAFE, and Steps to Hope) in- house and the transitional process. We make referrals to three faith based groups in Transylvania County for minor house repairs. One group, House Calls from Brevard Davidson River Presbyterian Church is located in Brevard Another, 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. Our third partner, The Transylvania Baptist Center, acquired funds for additional ramp construction this past year, and we were able to refer many of our seniors to this initiative. In Henderson County we refer clients to The Attic for furniture needs. In Polk County we partner with Holy Cross Episcopal to obtain assistance for our self sufficiency clients with deposits and past due payments. We actively work with the Employment Security Commission, Job Link, Workforce Investment Act Programs, 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. As a result of collaboration with United Way and County Transport, the newly formed Transylvania Resource Access Information Network (TRAIN) has been successful in offering transportation from Rosman to Brevard and from the local soup kitchen to medical clinics. In Transylvania County, The Haven Homeless Shelter celebrated their first year of operation. The

shelter, which has stayed at full capacity, has already seen a tremendous number of 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.

VITA (Volunteers Income Tax Assistance) program through AARP is a welcome relief to low income and disabled persons by preparing tax forms at no charge. Volunteers are trained and tested to make certain they are qualified to serve as tax preparers. After a comprehensive exam, they are certified to prepare income tax forms. Research shows for the three counties WCCA serves, most accountants charge a minimum of \$75 for a simple preparation. For individuals and families on a fixed income, this service is a huge savings to them. The AARP tries to outreach their services in locations where easy access is available – in Polk County at the local library, in Henderson County at the Blue Ridge Mall, and in Transylvania County at the Brevard Housing Authority. Also in Transylvania County, volunteers spend time at the Senior Center operated by WCCA for convenience of the participants.

The Transylvania Resource Access Information Network (TRAIN) fashioned to increase access to services and increase outreach to county residents – created a food ‘map’ which divides Transylvania County into 15 townships listing food possibilities, phone numbers, and distribution information. In addition, our congregate nutrition site in Lake Toxaway serves as a distribution center from Buncombe County’s MANNA food bank once per month. TRAIN also offers caseworkers to communicate needs between agencies via Charity Tracker software which usually results in a more timely resolution as well as improved collaboration.

Our offices field many calls concerning the inability to pay for high heating bills. 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 and at The Sharing House; in Polk County assistance is given at Thermal Belt Outreach. In the past, LIHEAP funds have not met the need much beyond Food Stamp participants and even that has changed so that food stamp recipients are not automatically qualified. Because the target group is persons over 60 years of age, arrangements are made for staff from Transylvania County DSS to set up a mobile intake process at both congregate sites. Outreach to inform residents is done through radio, local paper, and from the sites themselves since this is only the third year for a complete change in the target population in the past several years. Eligible Seniors were able to apply for heating assistance without going to the DSS office and having to wait to be seen. Clients seeking heating/utility assistance through Interfaith, DSS or Sharing House are referred to Community Action Opportunities in Buncombe County for Weatherization and/or HARP (Heating or Air Conditioning Replacement or Repair). At WCCA, referrals are made as needs are identified through applicant or participant interviews and/or contacts.

Our efforts continue to be focused more 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, FLEX Fund, Manna Food produce deliveries, and My Sister’s Closet/Sharing House. At-risk senior adults are the focus of a Liquid Nutritional project in Henderson County. A home delivered (mobile) meals program and two congregate meal sites are available in Transylvania County. One nutrition site has been expanded to bring community-based resources to offer a senior center approach to keeping seniors independent and connected during the day. Through collaboration with the regional planning entity, Land of Sky Regional Council, a specialized program, Community Resource Connection, has been implemented at the Silvermont Opportunity Center to offer information/referral and options counseling to resident seniors, giving them the tools they need to

locate and use community resources. Individual Development Accounts have been introduced in Henderson, Polk, and Transylvania Counties to assist households trying to escape poverty. The first Assets for Independence Act grant was closed September 2006 with 4 homeowners, 1 business owner, and 5 people working on their education. A second AFIA grant was completed in September 2009 with 5 homeowners, 2 business owners and 2 people working on their educations. From September 2009 until now the program has yielded 4 homeowners, 3 businesses and 3 education savers. The potential is there to extend this grant until June 2014. We believe asset accumulation is one of the keys to ending the cycle of poverty.

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. We renewed our membership in both "Charity Tracker" program for Henderson County and "TRAIN" in Transylvania County. These memberships not only allow us to partner with other organizations but it gives us a way to find other resources and to relay information back to our clients about when they might be eligible for future services. Of course information is only shared when a confidentiality agreement has been signed. They also list information about services that are available or needs of clients that other agencies may be able to meet. This past year we partnered with MANNA FoodBank to provide space for an intake worker to talk to potential clients about eligibility for SNAP (Supplemental Nutrition Assistance Program). We had hoped that making this service more convenient for clients would increase enrollment. We also applied for and received a United Way grant to provide bus passes for Henderson County residents that need transportation to look for work, apply for services or attend school. Approximately 20 agency partners distribute the bus passes. 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 working 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. Reevaluation and discharge and referral to another program may be necessary if a client's needs change or if barriers persist as a client attempts to pursue their goals. Transylvania County continues to work toward an agency collaborative which will allow coordinated services and one stop referrals as needed. When fully implemented this intake and referral 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. In Polk County our self sufficiency program is housed in the Department of Social Services Building. This allows onsite referrals and collaboration between staff members. It also enables us to have a finger of the pulse of available county services so duplication does not occur. On occasion we have collaborated with other agencies in each county to pursue grants that would be beneficial to all clients.

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.

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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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 and Children, On Track Financial Counseling, and The 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 skills 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 twelve 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. Parent meetings focus on parental involvement and encourage family interaction. During the holiday season, the meeting may teach parents how to make a simple craft with their child that is inexpensive and fun. This year a Block Fest was held at several Head Start centers to

teach both parents and children how to play with several kinds of blocks. The blocks used in this exercise were donated boxes of all shapes and sizes reminding parents and children that toys or learning experiences don't have to come from new items but can often be created with things that are "on hand". Besides the "play" aspect, this experience with blocks supports other aspects of development including math interest and language learning as the children design their structures. Blocks also provide opportunities for the children's social and emotional development as they build and share with others, and how to manage the frustrations that come when structures collapse.

Clients that are referred to the Head Start and Early Head Start programs are also able to participate in the Fatherhood initiative. The mission of this program is to improve the well-being of children by increasing the proportion of children growing up with involved, responsible, and committed fathers. Equipping and educating fathers provides an avenue to work on an issue that is at the core of becoming successful and healthy families.

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 5) how to garden 6) how to freeze and can. These programs and others like them help parents raise their self-confidence and improve their ability to make healthy decisions. All these components collectively strengthen and encourage effective parenting and strengthen families.

In the fall of 2012 in Transylvania County, we were able to be a part of an exciting education program called Voices for Economic Justice - an 8-week workshop series that incorporates popular economics education and community organizing skill-building, with the aim to build leadership among low-wage workers and low-income persons. Ten people attended and participated in the class. The class completed a group project which consisted of a DVD with each of them appearing in the video telling their "worst day of poverty". The DVD will be used to bring awareness to the plight of low income persons. Two of the participants have joined our Living Wage Coalition – a goal of the VOICES concept to make low income persons active in the decisions that determine their fate.

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, isolated area 15 miles west of Brevard

in the Quebec Community. We serve approximately 80 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 County. Approximately 90 seniors are enrolled in this liquid nutrition program. This year MANNA FoodBank and AARP worked together to provide a preseasoned bag containing rice and beans. Boxes of these packets were given to us and other local agencies for distribution to our elderly clients.

All children enrolled in our Early Head Start and Head Start programs receive 2 meals plus snack daily without cost. We also provide our clients a list of area food pantries, soup kitchens and other places where they can get food at free or reduced cost. We provide this list to any one from the community that may contact us for information about food resources. We encourage all eligible clients to apply for food stamps and we have provided space in our buildings for SNAP (Supplemental Nutrition Assistance Program) intake and information. 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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WCCA recognizes that CSBG funds alone do not accomplish the task of achieving self-sufficiency for our participants. Many resources are mobilized to help participants achieve a healthy interdependence. Participants with needs that WCCA does not cover are referred to partner agencies. Examples: 1) JobLink, Employment Security Commission and Career Centers for services such as resume preparation, job search assistance, testing, short term training/certificate programs, etc.; 2) persons with disabilities are referred to Vocational Rehabilitation for testing, counseling, and training/re-training; 3) Blue Ridge Community College and Isothermal Community College for help with "soft" skills offered as "Jump Start" courses focusing on issues such as appropriate dress, punctuality, office demeanor, personal hygiene, interview techniques, resume writing, problem-solving, budgeting skills. Jump Start workshops held in Transylvania and Henderson Counties in 2011 served 30 plus clients from various community agencies. WCCA collaborated with Blue Ridge Community College, Sharing House, SAFE domestic violence shelter and DSS Work First program to conduct this four day workshop. Topics covered provided valuable information to job seekers.

Workforce Investment Act resources are found at JobLink and our self sufficiency coordinators work closely with them when participants are shared between agencies or could benefit from those services. If a client is interested in starting their own business and it is a readily achievable goal they are referred to Mountain BizWorks and or Senior Core Of Retired Executives (SCORE) to give them the foundation for starting a successful business.

During our public meetings one area of concern was the lack of a comprehensive listing of available services for the community. Since this is fluid and ever changing list we decided to refer clients to the Western North Carolina 2-1-1 phone system for up-to-the-minute referrals in Transylvania and Henderson counties. This gives clients the option of making one phone call instead of several since 2-1-1 is a great resource for the majority of our clients. Western Carolina Community Action and United Way are collaborating with our partners in Polk County to investigate the possibility of expanding the 2-1-1 system into Polk County. Unfortunately some clients cannot afford a phone. Our mountainous terrain hinders cell service in some communities. Because our counties are rural, finding free or low cost phones and service plans has been challenging but we continue to search for sources of coverage. Many of our clients have been able to use the government sponsored cell phones to provide some service.

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).

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 and DSS. LIHEAP has even more limited funds this year and eligibility is confined mainly to households with a family age 60 or above or disabled receiving SSI, SSA, VA and services from the Division of Aging. 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.

<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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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. With the dropout rate for the three counties WCCA serves drastically dropping this last school year, the numbers show unbelievable improvement for older students. In one year, the dropout rate of almost 30% has dropped to 3.17 in Henderson County, 4.19 in Transylvania County, and 3.87 in Polk County. Administrators credit strategies put in place specifically to deter students from leaving school as the leading reason for the improved numbers. Giving students alternatives on how they could proceed with their education creates more opportunities for them to be successful. Early College programs serve as a preventative measure and intervention program help keep students enrolled by identifying barriers or issues and working on solutions. In Henderson County, at our Balfour Early Head Start Center, Balfour Education Center's parenting and child care program provides a curriculum on Parenting and Early Childhood Education in conjunction with a

child daycare program for adolescent parents. The Youth Recovery program supported by a regional Youth Council Grant also provides a case manager for recovered dropouts to give them mentoring and academic support for graduation and post-secondary transition.

Henderson County Public Schools has adopted "HELP", the Homeless Education Link Project, with two working case managers available during the school year. The goal of this project is to help identify and address the needs of homeless students and their families, to develop enrollment procedures to ensure ongoing education success for homeless students, and to serve as liaisons between schools, qualifying students, and services within the community. HELP Case Managers serve as homeless liaisons for youth in each of the public schools in Henderson County. The WCCA Self Sufficiency coordinators who serve Henderson County clients work closely with this program and have been successful in helping many of these families secure housing using CSBG funds as well as private grants from United Way for deposit and utility assistance.

WCCA has been directly involved with youth through Head Start, More-At-Four and IDA programs where youth are included in financial workshops. A United Way funded program bringing the Dime-A-Saurus money management program to first graders in Transylvania County provides an entertaining way for students to be interactive and learn the difference between "wants" and "needs". These programs make efforts to address financial issues on an age appropriate level. This past year was the third year working with 6th graders in Transylvania County at Rosman Middle School. All programs help children discover the difference between a "want" and a "need" - whether they are six years old or twelve - 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. The workshops encourage youth to work for their spending money so they can learn early on how much work/how many hours it takes to earn money. Another activity helps the older students understand the level of education they will need to accomplish in order to compete for lucrative jobs.

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. We applied for and received a United Way grant to provide deposit assistance and eviction prevention assistance to clients that may be eligible for enrollment in our self sufficiency program. We recently were awarded a Janirve grant to provide similar services in Polk and Transylvania Counties. We have also been able to secure some funding for the nutritional needs of medically needy clients under 60 from a local Hunger Coalition. Other local grants help fund 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 completed strategic planning process

was to identify a revenue stream. Possible options are providing training or consulting to smaller agencies and opening a thrift store in Henderson County.

<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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- 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].

In the past we had an informal method of informing parents of the availability of child support services. We offered clients a comprehensive list of services in our area. This list included 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 resisted pursuing monetary support for personal reasons. While we respected those wishes we did look for every available avenue for increasing our client's income.

In February, 2011 we began 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 a referral to Child Support Enforcement is made for a Self Sufficiency client coordinators have been asked to document the referral under the "referrals" section in AR4CA as well as in the "Contact and Case Notes" section. If applicable a goal may also be established. Each month the self sufficiency coordinator is responsible for updating the list of child enforcement referrals so monthly progress can be tracked.

- 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.

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

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

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

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

$\$396.00/\text{month} \times 12 = \$4,752.00$

NC unemployment insurance payment $\$126.00^{**} \times 26 \text{ weeks} =$

$\$3,276.00$

Total per client in benefits

$\$30,428.00^*$

**Community Services Block Grant Program
Fiscal Year 2013-14 Application for Funding
Form 210**

Agency Strategy for Eliminating Poverty

Planning Period: 07/01/2013-06/30/2016

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

1. Give the Poverty Cause name, rank the poverty cause(s) and identify which one(s) the agency will address. The Poverty Cause name is Inability to gain and maintain employment at a living wage is our number 1 poverty cause. We will address this issue.
2. 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 numbers continue to trend downward we are now finding that this trend may be deceiving. People that are applying for our program and local partners report that unemployment benefits have ended with clients no longer being eligible to receive payments. 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. October 2012: Henderson County: 6.5 Polk: 6.8, Transylvania County: 8.6. Our clients continue to experience problems with some established manufacturing businesses closing and other businesses cutting back and reducing hours and days. Many of the available jobs are part time without benefits. We find clients trying to "piece together" full time earnings with two or more part time jobs. Service industry jobs that remain are lower paying with many more candidates to choose from for available positions. **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. Often candidates with college educations are competing for any and all service jobs with our clients that may have a high school education or a GED. 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 and 1.1% from 2010 to 2011. Unemployment rates for October of 2012 were at 6.5% or 3,388 people out of work. The latest figures from Quick Facts indicate that in 2011 13,599 people were living below the poverty level in Henderson County. Polk County's population has grown by 11.9% from 2000 to 2010 and dropped by -1.2% from 2010 to 2011. Unemployment

rates for October of 2012 were at 6.8% or 639 people out of work. The latest figures from Quick Facts indicate that in 2011 2,390 people were living below the poverty level in Polk County. Transylvania County's population has grown by 12.8% from 2000 to 2010 with unemployment at 8.6% or 1,101. The latest figures from Quick Facts indicate that in 2011 4,299 people were living below the poverty level in Transylvania County.

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)

3. 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.

4. 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 tenth 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 have begun to see some "green" industry and breweries relocating or expanding into our area bringing the hope of higher paying jobs with benefits. 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. Blue Ridge Community Health Services was fortunate to receive expansion funds to expand into Transylvania County. Their freestanding full service clinic opened in November 2012. Polk County Wellness and Saluda Medical Clinic both 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 NCHIPP (North Carolina Health Insurance Premium Payment Program) in 2011. 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 to the low income population.

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 for underemployed people. The current Back To Work certificate programs are great if you are receiving unemployment but underemployed or people that are not eligible for unemployment cannot attend these programs.

Section III: Goal and Strategy

5. Long-Range Goal:

To move 22 no or low-income families above the federal poverty level by June 30, 2016.

6. Strategies for Achieving Long-Range Goal:

To provide comprehensive services to 48 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, short term certification programs or a degree that will lead to being more gainfully employed
 14. Encourage clients to get a physical or check up to identify underlying health issues that might hinder employment.

**Community Services Block Grant Program
Fiscal Year 2013-14 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 22 no or low-income families above the federal poverty level by June 30, 2016.					
4. Selected Strategy:	To provide comprehensive services to 48 no or low income families/households designed to remove them from poverty.					
5. Project Period:	July 1, 2013	To	June 30, 2014	Plan Year	1	of 3
6. CSBG Funds Requested for this Project:	\$222,671.00					
7. Total Number Expected to Be Served:	24					
a. Expected Number of New Clients	7					
b. Expected Number of Carryover Clients	17					
8. Number expected to be moved above Federal Poverty Guidelines this year (Self-Sufficiency Projects):						7
9. Percent of Long-Range Goal Expected to be Met this Year (For projects other than Self-Sufficiency):						

Section II: One-Year CSBG Program Objective and Activities					
Activities	Position Title(s)	Implementation Schedule			
Objective: 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, 2014.		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
A. Advise public about project via brochures, flyers, posters, human service providers, low-income neighborhood networks, etc.	Community Services Director, Self Sufficiency Coordinators Family Self Sufficiency Coordinator Program Eligibility Specialist	07/2013-09/2013	10/2013-12/2013	01/2014-03/2014	4/2014-6/2014
B. Screen at least 24 individuals through an intake procedure designed to determine - income eligibility - employment history - willingness to achieve goal of stability	Self Sufficiency Coordinators Program Eligibility Specialist	9	18 (9)	24 (6)	24
C. Accept applications and score sheets, verify income, team interview to determine readiness, and sign goal plan	Community Services Director, Self Sufficiency Coordinators Program Eligibility Specialist	6	9 (3)	12 (3)	12

**Community Services Block Grant Program
Fiscal Year 2013-14 Application for Funding
One-Year Work Program
Form 212 (continued)**

Section II: One-Year CSBG Program Objective and Activities (continued)					
Activities	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Objective: 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, 2014					
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 - personal wellness	Community Services Director, Self Sufficiency Coordinators Family Self Sufficiency Coordinator	18	21 (3)	24 (3)	24
F. Individuals will participate in coordinated and facilitated or online 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 Services Director, Self Sufficiency Coordinators Family Self Sufficiency Coordinator	18	21 (3)	24 (3)	24
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 Director, Self Sufficiency Coordinators Family Self Sufficiency Coordinator	18	21 (3)	24 (3)	24
H. Participants will receive an average of 1 referral per quarter to service providers, employers, landlords, affordable 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 Director, Self Sufficiency Coordinators Family Self Sufficiency Coordinator	18	21 (3)	24 (3)	24
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 Director	07/2013- 09/2013	10/2013 - 12/2013	01/2014 - 03/2014	4/2014- 6/2014

**Community Services Block Grant Program
Fiscal Year 2013-14 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.

Table 1 Outcome Measures for Self-Sufficiency Projects	
Project Name:	Expected to Achieve the Outcome in Reporting Period (Target)
Outcome Measures	
Number of persons served	24
The number of low-income families rising above the poverty level	7
The average change in annual income per participant family (in whole #'s)	3000.
The number of participants obtaining employment	9
The number of participants obtaining jobs with medical benefits	2
The participant average wage rate	9.35
The number of participants completing education/training programs	7
The number of participants securing standard housing	8
The number of participants provided emergency assistance	18

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

**Community Services Block Grant Program
Fiscal Year 2013-14 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	Polk	Transylvania		Total
Total	16	3	5		24
Planned					
Project Name:					
County					Total
Total					
Planned					

**Community Services Block Grant Program
Fiscal Year 2013-14 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. Directors have budget meetings at least quarterly with the Executive Director. During these quarterly meetings budgets are reviewed and possible solutions to any budgetary issues are discussed and if needed the solutions are shared with 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. The Head Start program is currently assembling a Community Needs Assessment which will compile information from all 3 counties served by Western Carolina Community Action in early 2013. Information will be reviewed when complete and taken into consideration for future activities.
 - 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. Often the Policy Council representatives are clients of other WCCA programs. Staff members are in constant contact with their clients and are free to bring any concerns they may have back to program directors. We attempt to have graduating clients complete satisfaction surveys.
 - 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. If a department is struggling or needs to make improvement the board may ask the Executive Director to provide more information or to follow up and report back to them with a status report.

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 Outcomes were presented to the board for input and feedback in September of 2012. In October of 2012 the Executive Director presented an update on the Strategic Plan for the various departments including the Community Services Department.