

# North Carolina Department of Health and Human Services

## Division of Social Services



### Community Services Block Grant Program

Fiscal Year 2022-23 Application for Funding

Project Period July 1, 2022– June 30, 2023

Application Due Date: January 14, 2022

Agency Information			
Agency:	Salisbury-Rowan Community Action Agency, Inc.		
Agency:	Salisbury-Rowan Community Action Agency, Inc.		
Federal I.D.	560840196		
DUNS Number:	170667315		
Administrative Office Address:	1300 West Bank Street Salisbury, NC 28144-3910		
Mailing Address (include the 4-digit zip code extension):	1300 West Bank Street Salisbury, NC 28144-3910		
Telephone Number:	704-633-6633		
Fax Number:	704-633-5570		
<b>Proposed Funding:</b>	<b>CSBG:</b> <b>\$586,275</b>	<b>Additional Resources:</b> <b>\$9,151,097</b>	<b>Agency Total Budget:</b> <b>\$9,737,372</b>
<b>Application Period:</b>	<b>Beginning:</b> July 1, 2022	<b>Ending:</b> June 30, 2023	
Board Chairperson:	Wendell Fant		
Board Chairperson's Address: (where communications should be sent)	1300 West Bank Street Salisbury, NC 28144-3910		
Board Chairperson's Term of Office (enter beginning and end dates):	Date Initially Seated – July 2017 Current Term Expiration – July 20, 2023		
Executive Director:	Dione Adkins-Tate		
Executive Director Email Address:	<a href="mailto:dioneadkins@srcaa.com">dioneadkins@srcaa.com</a>		
Agency Fiscal Officer:	Tanya Branch		
Fiscal Officer Email Address:	<a href="mailto:tanyabranh@srcaa.com">tanyabranh@srcaa.com</a>		
CSBG Program Director:	Sherry M. Tillmon		
CSBG Program Director Email Address:	<a href="mailto:tillmons@srcaa.com">tillmons@srcaa.com</a>		
Counties Served with CSBG funds:	Rowan County Cabarrus County		
Agency Operational Fiscal Year:	2022-2023		

North Carolina Department of Health and Human Services  
Office of Economic Opportunity –  
2420 Mail Service Center / Raleigh, North Carolina 27699-2420

### Board of Directors' Membership Roster

Total Seats Per Agency Bylaws	15			Total Current Vacant Seats	5	
Total Number of Seats Reserved for Each Sector	Poor	4	Public	4	Private	3
Total Number of Vacant Seats Per Each Sector	Poor	1	Public	1	Private	2

Name	County of Residence	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. James Corpening	Rowan	White Rock Community	09/2018	0	09/2024
2. Amanda Griffin	Rowan	Dixonville-Lincoln Community Association, Inc.	09/2018	0	09/2024
3. Sandie Wimmer	Davidson	Head Start Parents	05/2016	1	05/2022
4. Diane Rollins	Rowan	Head Start Parents	11/2019	0	11/2022
5.					
6.					
<b>Public Elected Officials</b>					
1. David Post	Rowan	Salisbury City Council	02/2020	0	02/2023
2. Barbara Mallett	Rowan	Town of East Spencer	01/2018	0	01/2024
3. Amy Brown	Rowan	Rowan County Board of Commissioners	04/2018	0	06/30/22
4. Wendell Fant	Cabarrus	Cabarrus County Schools	07/2017	0	07/2023
5.					
6.					
<b>Representatives of Private Organizations</b>					
1. Carol Ann Houpe	Rowan	Rowan Salisbury School System	03/2016	1	03/2022
2. Valerie Sifford	Rowan	Dunbar School Alumni Assoc	03/2020	0	03/2023
3. Benjamin Davis, Jr.	Rowan	Livingstone College	09/2018	0	09/2024
4.					
5.					
6.					

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 coincides with the directives outlined in the agency's bylaws and that a current Board of Directors Member Profile is on file for each member.

\_\_\_\_\_  
Board of Directors Chairperson

# Community Service Block Grant

## Certification of Community Assessment

The Salisbury-Rowan Community Action Agency, Inc (applicant) has conducted a Community Assessment of its service area within the past three (3) years utilizing the following method(s):

(Check one or more of the following methods)

- Surveys of the community(s) - door to door, telephone, etc.
- Review of Records - agency intake forms, program participant records, etc. (may be used with at least one other type of needs assessment; will not meet compliance on its own)
- Review of demographical information - U.S. Census, welfare statistics, unemployment statistics, etc.
- Discussions/information/testimony provided by individuals and community members - social service professionals, agency staff, program participants, etc.
- Public meetings to solicit input on community needs
- Other (Describe) \_\_\_\_\_

The most recent Community Assessment was completed on: August 20, 2020  
(date)

The Community Assessment was completed by: Salisbury-Rowan Community Action Agency Inc's Needs Assessment Committee  
(agency or contractor)

It is expressly understood that this Community Assessment should include community and consumer input. It is to be used as a basis for prioritizing the needs of the low-income population in the service area and for planning the applicant's projects to meet those needs.

It is further understood that documentation validating that a Community Assessment was completed and is to be retained by the applicant and is subject to review by the Office of Economic Opportunity.

Please provide a 4-5 sentence summary of your most recent Community Needs Assessment:

The Salisbury-Rowan Community Action Agency's (SRCAA) Community-Wide Strategic Planning and Needs Assessment that was completed in 2020, provides information and analysis on issues relating to poverty in the agency's core service areas. As part of the assessment, qualitative data was collected from the low-income community, Head Start Parents, CSBG Participants, community partners, local service providers and board members, by way of surveys, focus groups and interviews. This data was beneficial in identifying what services have been most effective in meeting the needs of the community, as well as identifying if the needs and wants of the community have change.

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The following is a list of needs as prioritized, with community input, through the needs assessment process.

1. Low- Income individuals need increased employment skills training to improve employment opportunities. (Individual)	4. The community needs additional resources for afterschool care for school age children. (Community)
2. The community needs continued resources for crisis assistance (food-utilities) for low-income people (Community)	5. The agency needs additional resources/facilities for low-income families to provide childcare. (Agency)
3. The community needs additional resources for individuals to obtain standard housing and housing repair for existing homes (Community)	6. The Community needs additional resources for tutoring services for children/teens. (Community)

Certification (Original Signature)

\_\_\_\_\_  
Signature of Chairperson/President

\_\_\_\_\_  
Date

**Community Services Block Grant Program  
Fiscal Year 2022-23 Application for Funding  
Planning Process Narrative**

1. Explain in detail how each of the following was involved in the planning and development of this strategic plan.

- a. Low-Income Community:

The Salisbury-Rowan Community Action Agency (SRCAA) 2020 Community-Wide Strategic Planning and Needs Assessment provides information and analysis on issues relating to poverty in the agency's core service areas. As part of the assessment, qualitative data was collected from the low-income community by way of surveys, focus groups and interviews.

Representatives of the Low-income population are seated on the Salisbury-Rowan Community Action Agency, Inc.'s (SRCAA) Board of Directors to ensure broad community participation and involvement. The Head Start Policy Council Advisory is made up of low-income persons who meet once per month to review programs and to address meeting the needs of the low-income community. Members from that Council are represented on the board, and each representative of the low-income community participates in the focus groups, surveys and interviews intended to identify the needs of the communities. Representatives of the low-income community advocate for the needs of the participants at varying levels, and participants themselves are free to express their concerns with staff and the program director. In addition, they are surveyed during workshops facilitated to improve their personal and professional development.

Client satisfaction data is also collected throughout the year to assist the agency with identifying needs and to create strategies for meeting the needs of the low-income community. Understanding the needs of the community and what the report data indicates, help to provide a more accurate report on the significant findings and trends in the Community Needs Assessment Document. Understanding the data also enables the agency to make more informed decisions on service provisions to enable more customers to achieve their goals.

The customer and community surveys completed included the opportunity for persons completing the survey to indicate identifiable information, so that the agency is clear on who the need belongs to in terms of demographics and characteristics. Results were used in the planning and development of the agency's strategic plan.

- b. Agency Staff:

Staff is encouraged to participate in partnerships and collaborations with community partners and task forces designed to meet the needs of mutually served participants. These partnerships and collaborations offer opportunities for staff to participant in forums to share input and to address causes of poverty, concerns, and resources in low-income communities where staff works. Staff as well as partners serving the same populations was surveyed during the community assessment process. Staff and partner feedback is considered in the revisions of the strategic plan and the management of service delivery at the Salisbury-Rowan Community Action Agency, Inc. (SRCAA) as part of the strategic plan's Collaboration Project, which is aimed at identifying overlap in the service delivery as well as procedures and processes used by various departments.

c. Agency's Board Members:

The Board utilizes the strategic planning process to provide direction for the agency and the staff in order to address the needs of the community. The Salisbury-Rowan Community Action Agency, Inc. (SRCAA) utilizes the Six National Goals to guide the process. By integrating ROMA into the development of the plan the Board of Directors were able to:

- Assess poverty needs and conditions within the community.
- Define a clear agency anti-poverty mission for community action and a strategy to address those needs.
- Identify both immediate and longer-term strategies in the context of existing resources and opportunities in the community.
- Identify specific improvements, or results, to be achieved among low-income people and the community; and
- Organize and implement programs, services, and activities, such as advocacy, within the agency and among "partnering" organizations, to achieve anticipated results.

During the implementation of planning, the Board of Directors decide on whether it is necessary to abandon any programs, discontinue serving a particular population or provided specific services. This provides opportunity to determine goal achievement, during which time the agency can report and evaluate goal progress and compare progress to benchmarks. The strategic planning process also provides opportunity for the agency to then self-assess to determine what adjustments need to be made to the plan in an effort to stay current on the needs of the community and remain an organization that is cognizant of the needs of the low-income community in order to proactively strategize against and eliminate the causes of poverty.

2. Describe how and what information was gathered from the following key sectors of the community in assessing needs and resources during the community assessment process and other times. These should ideally be from each county within your agency's service area:

- a. Community-based organizations:
- b. Faith-Based Organizations:
- c. Private Sector:
- d. Public Sector:
- e. Educational Sector:

Community Partners, members of the faith-based community, public and private sectors were surveyed to obtain the most up-to-date information on their assessments of conditions and changes in the agency's service areas.

Qualitative data was gathered and presented in the Community Needs Assessment by way of the following:

- Surveys- completed by Head Start Parents and CSBG Participants, community partners, local service providers and board members
- Focus groups- conducted with program participants and front-line agency staff
- Interviews- conducted with community partners

Client satisfaction data was also included. This data was beneficial in identifying what services have been most effective in meeting the needs of the community, as well as identifying if the needs and wants of the customers have change.

3. Describe your agency's method and criteria for identifying poverty causes including how the agency collected and analyzed qualitative and quantitative data in identifying those causes.

Our agency identifies poverty causes by staying abreast of current local, state and national poverty reports, and staying active members of the North Carolina and National Community Action Agency Association. Another method used to identify poverty is assessing the needs of the low-income community as well as the agencies and organizations who serve them. The 2020 Community-wide strategic planning and needs assessment conducted for our agency included feedback from low-income individuals in our service areas, and community organizations serving those individuals about the socio-economic landscape of our counties and state.

Qualitative data was gathered and presented in the Community Needs Assessment by way of the following:

- Surveys- completed by Head Start Parents and CSBG Participants, community partners, local service providers and board members
- Focus groups- conducted with program participants and front-line agency staff
- Interviews- conducted with community partners
- Customer satisfaction surveys

Understanding the needs of the community and what the report data indicated helped to provide a more accurate report on the significant findings and trends in the Community Needs Assessment Document. Understanding the data also enabled the agency to make more informed decisions on service provisions to enable more customers to achieve their goals.

In an effort to determine the top needs, the top six (6) percentages of needs were identified for each service area under the needs categories listed from information gathered from both data sources, then the top need of each category was prioritized from highest to lowest, with the highest percentage of identified needs being listed first.

The assessment trends and findings indicated the following needs:

- Employment opportunities
- Increased services to support an adequately educated and skilled workforce
- Affordable housing

Factors that are determined to impact poverty or change the current landscape are consistent over the years. However, other socio/environmental factors such as economic downturns, fluctuation in the job market, growth in various industries or simultaneous decline in others, impact communities and the ability of residents to gain, maintain or improve employment options.

Strategies implemented to best meet the needs of low-income persons and address poverty causes include:

- a. Focusing on wages that would move a family above poverty based on family size and identifying job opportunities for families that would most likely result in success for them

- b. Creating a more intensive work search/employment plan that requires job seekers to be accountable to their Family Development Specialist.
  - c. Requiring families to take incremental steps toward achieving self-sufficiency through the attainment of specific job skills; therefore, filling the skills gap for employers who indicated a lack of for their specific job openings.
4. Describe activities that your agency has undertaken to advocate for and empower low-income individuals and families to achieve economic independence and security.

SRCAA's approach used with families is one of empowerment and strengths. This model called "Family Development", requires the entire network to think of ways to empower families to achieve their own goals and to improve the internal systems of service delivery. The model teaches workers to partner with families and help them set proper goals and activities for themselves so they can become self-sufficient.

In addition, SRCAA staff is credentialed as Global Career Development Facilitators. As Global Career Development Facilitators (GCDF), staff is trained to assist individuals with informed decisions when considering their individual career development through the utilization of best practices, a variety of personality, interest and employment assessment tools, and career development models.

The last few years in North Carolina and in the United States have left many families in the lower socio-economic strata to be faced with more challenges to their economic independence and their present and future security. So, by empowering families and teaching self-advocacy, families have the ability to identify, and reach attainable goals.

Other strategies involve, inviting families to participate in volunteer activities and to represent the agency at community forums, as well as other agency events, to tell their story and to be proud to share their accomplishments when asked. Success stories are being published regularly in the agency's electronic newsletter and Family Services' participants who have risen above poverty or achieved several program successes, represent the program at the Annual Board meeting.

SRCAA also provides various educational and professional development sessions/workshops, as well as other training mechanisms to empower low-income families and individuals. The overall goal of SRCAA is to assist low-income individuals to gain a sense of ownership and a stake in their community while strengthening their families. The agency will continue to be an active member of state and national associations that advocate on behalf of low-income families to eradicate poverty.

5. Describe how your agency plans to make more effective use of, 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.

SRCAA staff, program managers and the Executive Director participate on relevant Boards, Committees and planning entities in both Rowan and Cabarrus Counties such as the NC Workforce Development Committee, Equus Workforce Solutions partner meetings, and other sponsored managers meetings which include Department of Social Services', the Salisbury and East Spencer Housing Authority partner meetings, Goodwill Industries' Business Advisory Board, the Project Re-Entry, and Project Safe partners meetings.

SRCAA has solidified several other partnerships and collaborative efforts in both Rowan and Cabarrus County that enable us to leverage both services and funds to increase support provided



to the community. These partnerships validate how relationships and collaborations between public-private and nonprofit organizations can address and reduce barriers to poverty for community residents. Our agency will continue to increase our visibility and our impact by forming new partnerships emphasizing on building stronger relationships within the faith-based community, in addition to continuing to host community forums.

The agency continues to have involvement of the development of an Employment and Training Advisory Committee to improve linkages and leveraged support for program participants in Rowan and Cabarrus County. The purpose of the committee is to (a) Provide expertise or advice on employer needs, industry changes and training requirements or prerequisites for training, (b) provide opportunities for employment, internships and apprenticeships, (c) provide feedback and assess the agency's impact to further enhance services, (d) serve as an unbiased and independent sounding committee.

Target linkages include employers and occupational training providers under the following industries:

- Healthcare
  - Manufacturing
  - Culinary
  - Hospitality
  - Construction
  - Information Technology
  - Transportation and Logistics
  - Office Occupations
  - Small Business Administration
6. 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.

SRCAA, Inc. collaborates with the local Departments of Social Services programs, specifically the Work First Family Assistance (WFFA) Program in an effort to provide training and employment support to participating families. This partnership allows case managers from both organizations the opportunity to leverage supports and resources for families, as well as promote the accountability of the participant. Additional collaborations with our local, Divisions of Workforce Development, Crisis assistance providers, Goodwill Industries, and various faith-based and nonprofit organizations enable SRCAA to serve, refer and minimize the duplication of services. By attending monthly partnership and committee meetings, staff are keenly aware of services provided by other agencies and organizations. By continuing to collaborate with other human service agencies, this helps to close any service gaps in SRCAA's service areas.

SRCAA is closing service gaps internally as well, by making internal collaborations for dual enrollments more intentional. For example: Head Start/ Early Head Start parents who are eligible for CSBG services are enrollees of the program. Likewise, CSBG participant's eligible are enrollees of Head Start/ Early Head Start. Internal staffs and external agencies consult and execute service strategies to ensure the needs of the families are met. In real time, there can effectively be several persons assigned to one family. By investing time in case conferencing, and

strategizing, service duplication is eliminated, and the chances that families are less overwhelmed and able to achieve attainable goals in addition to meeting the requirements of multiple organizations are increased.

7. 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).

SRCAA continues to participate in community-wide coalition-building and resource development to meet the needs of individuals and families and reduce barriers to family and community growth. At the beginning of the school year, parents sign a partnership agreement that they will be fully involved with their children and set goals for their family. This gives low-income families the capability to make decisions, initiate programs, and obtain resources to encourage stronger families in our area. Parent trainings are also offered in areas such as: Parenting skills, child and health development, preparation of food, and child abuse and neglect. By offering these services, parents' skills are strengthened, and parents understand the responsibility they have to their children. SRCAA continues to provide support to families as they learn new skills.

Internally, SRCAA is making an Intentional effort to train Family Development Specialists of Head Start in the Parent, Family and Community Engagement Framework. The ultimate goal of the framework is to ensure families understand what school readiness is. One way to improve and enhance the families in Head Start will be to ensure they are enrolled in the Family Self Sufficiency program. Imminently, Family Development Specialist will train families in core competencies of parenting and school readiness.

SRCAA also focuses on the engagement of fathers. Family Services (CSBG) partners with Head Start to improve the way fathers are treated as integral family members in the goal attainment process. SRCAA believes that by improving fathers' ability to be actively and positively involved in the lives of their children, the efforts will strengthen families and further combat the continued causes of poverty, particularly in the number of children facing poverty in our service areas. Services are designed to be a catalyst for moving individuals and families out of poverty by addressing barriers that impact employment, skills training, financial literacy and other social services support needs, that can assist fathers toward becoming economically stable as well as an emotional and financial support to their children.

8. 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.

Salisbury Rowan Community Action Agency, Inc. (SRCAA) staff ensures that income eligible participants are enrolled in Food and Nutrition Services through the Department of Social Services. In addition, SRCAA has established partnerships with local food banks, churches, and nonprofit organizations for the purpose of providing participants referrals for emergency food assistance. Referrals are provided to participants to apply with the local Department of Social Services for the Food and Nutrition Services Program. For those families and individuals who are ineligible for Food and Nutrition Service benefits, SRCAA staff will provide emergency food assistance or a referral to eligible food banks.

**Community Services Block Grant Program  
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Planning Process Narrative (continued)**

9. 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 Innovation and Opportunity Act. Provide the dollar amount of your allocation that will go towards employment training.

Since 2013, when Workforce Innovation Opportunity Act (WIOA) Adult Services in NC were transferred through contractual agreement from the Division of Workforce Solutions (DWS) to the private contractor Equus as part of the Integrated Service Delivery model being implemented statewide. The contracted provider in both Rowan and Cabarrus (our service area) has become a partner with SRCAA and referral source. Initially, meetings were held, in both counties to forge an existing relationship that is mutually beneficial for both entities which reduce duplication of services in similar populations. Connections with employment and training activities have been instrumental in providing interventions and a direct link to the labor market.

Additionally, SRCAA, Inc. currently partners with Rowan Cabarrus Community College by providing classroom space for the Adult Basic Education (ABE) / General Education Diploma (GED) and English as a Second Language (ESL) program certificates to the Workforce Innovation Opportunity Act (WIOA) NextGen program participants who make up the majority of classroom participants.

The Salisbury-Rowan Community Action Agency will expend \$64,367 or 75% of the supportive services budget for employment training and education during the 2022-2023 fiscal program year.

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

SRCAA, Inc. provides office space for case managers of the Weatherization Assistance /HARRP Program which provides services to Rowan County residents in an effort to save energy and reduce expenses. Community residents in need of these services will continue to be referred to the Weatherization Assistance Program. In addition, referrals will be provided to participants to enroll in the Energy Assistance Program through the Department of Health and Human Services, as well as the crisis assistance programs through Cooperative Christian Ministries, Rowan Helping Ministries, The City of Kannapolis and the Salvation Army.

11. 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.

SRCAA is committed to ensuring that the youth receive support through the coordination of services offered by both SRCAA as well as WIOA. In addition to offering General Education Diploma (GED) opportunities, youth participate in employment and professional development workshops offered through the CSBG program. Additionally, the youth and their families are encouraged to apply for the CSBG program to provide further support in obtaining self-sufficiency.

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].

Family Development Specialist completes a comprehensive assessment with program participants to address the needs of the families. When a non-custodial parent does not provide adequate financial and emotional care of the child/children, the participant is informed of the availability of child support services and provided a referral in both Rowan and Cabarrus County to the Department of Social Services' Child Support Division to enable the participant to file for child support. In the event that the participant needs assistance with completing the necessary paperwork to file for support or are in need of transportation to the Department of Social Services, the Family Development Specialist will provide the necessary supportive services to ensure access to services.

13. Describe activities that your agency has undertaken or plans to undertake, to address the Department's priorities which includes:

- Combat the **Opioid Crisis** by focusing on policies and practices that prevent opioid misuse, addiction and overdose.
- Develop better outcomes for **Early Childhood** learners to ensure that they are healthy, safe and nurtured, learning and ready to succeed.
- Expand **NCCARE360**, a statewide database that provides resource information for medical providers and human services professionals in response to social determinants of health like housing stability, food security, transportation access and interpersonal safety; and
- Implement **Healthy Opportunities** that improve the health, safety and well-being of North Carolinians by addressing conditions in which people live that directly impacts health.

According to the Division of Public Health, prescription opioid's have been a major driver of the epidemic, however, illicit drugs are not contributing to this problem in increasing numbers. The majority of unintentional opioid overdose deaths now involve heroin or other synthetic narcotics like fentanyl. The number of overdose deaths involving stimulants is also on the rise.

Between November 2020 – October 2021, Rowan County has experienced 104 Opioid related Emergency Department deaths as compared to 99 in 2020. Cabarrus County has experienced 155 opioid related Emergency Department deaths as compared to 171 in 2020. Those emergencies were documented by the Emergency Medical Services with the month of April reporting the highest deaths for the year in Rowan County and the month of July the highest county in Cabarrus County. (Injuryfreenc.dhhs.gov).

Due to the overwhelming impact that both service counties are still experiencing, it is the intent of the Salisbury-Rowan Community Action Agency, Inc. to continue assisting in the ongoing fight against opioid misuse, addiction and overdose by educating staff on the signs of misuse, and the identification of treatment centers. Staff will also continue partnering in county initiatives lead by Opioid Task Forces.

### **Early Childhood:**

For more than fifty (50) years, the Salisbury-Rowan Community Action Agency, Inc. has operated the Head Start/Early Head Start education program and well as the Child and Adult Food Care Program. As an addition to the program, SRCAA, Inc. has worked to increase partnerships that directly enhances the learning environment for students. One of the partnerships is with the newly emerging technology non-profit organization, AppSeed.

AppSeed provides computer tablets named Seedlings to every Head Start/Early Head Start student enrolled at SRCAA, Inc. Each tablet comes preloaded with educational apps that teach reading, writing and mathematical skills. Children are also allowed to take the tablets home to allow parental engagement in learning.

SRCAA, Inc. has also developed a community-wide initiative by way of natural outdoor learning environments that meet the nutritional and overall health related needs of children and their families enrolled in SRCAA's Head Start/Early Head Start Program.

The natural outdoor learning environments consist of gardens with edible fruits and vegetables. Head Start students, parents, staff and volunteers all participate in the development and completion of each project.

The natural outdoor learning environments provide children with the following opportunities:

- Equal opportunity and access for children with disabilities to increase physical fitness, and interact with non-disabled peers
- Improved overall nutrition
- Increased physical activity
- Enhanced gross motor skills and cognitive abilities
- Enhanced creativity
- Increased social interactions

### **NCCARE360:**

The Salisbury-Rowan Community Action Agency, Inc. is an active member of the NCCARE360 database, and provides resource information and referrals to program participants, and any inquiring community member in need of various services. Additionally, staff at SRCAA, Inc. provides information about NCCARE360 to community partners who may be unaware of the data base to help enhance usage and expand the volume of referral resources.

### **Healthy Opportunities:**

The Salisbury-Rowan Community Action Agency, Inc. is a partnering member of the Healthy Rowan Coalition. Through this coalition SRCAA, Inc. participates with other partnering agencies to address issues of health, quality of life and nutrition within Rowan County. SRCAA, Inc. also makes ongoing referrals for healthcare, mental health and nutrition services to all interested community members and program participants in both Rowan and Cabarrus County.

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OEO Form 210**

**Agency Strategy for Eliminating Poverty**

**Planning Period: July 1, 2022- June 30, 2023**

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

1. Give the Poverty Cause name(s), rank the poverty cause(s) and identify which one(s) the agency will address.
  - 1) The lack of employment opportunities, 2) Individuals lack education necessary to qualify for better employment, 3) Job skills training is needed for an under skilled workforce.

SRCAA will address the needs of employment skills training and education attainment for low-income individuals and families. The agency will provide supportive services for families or individuals to develop occupational and life skills to increase income so they may rise above the income poverty level.

SRCAA's Family Services will use the Family Development approach to partner with participants and the community to:

- Develop/Sustain a strategy to address those needs, both immediate and longer term, in the context of existing resources and opportunities in the community.
- Identify specific outcomes to be achieved among low-income people and the community;  
and

Organize and implement program services, and activities, such as advocacy, support and guidance within the agency and among "partnering" organizations, to achieve anticipated results.

2. Describe the poverty cause(s) in detail in the community with appropriate statistical data (include data sources).

Socio/economic factors such as working below the poverty wage rate, in addition to the need for occupational skills development, impacts communities and the ability of residents to gain, maintain or improve employment options, consequently creating the foundation of poverty.

According to the United States' Census bureau, the estimated population in Rowan County as of April 2020 was 146,875. Of that population, 13.9% live in poverty. In Cabarrus County, the estimated population as of April 2020 was 225, 804. Of that population 7.9 % live in poverty.

- (A) Explain why the problem exists.

According to the State of North Carolina's Workforce 2011- 2020 Assessment report, ten trends impacting the labor force were identified as followed:

- Worker dislocation accelerated during the recession due to long-term structural changes.

- Workers employed in low-skill; middle-wage jobs are competing for fewer good-paying jobs while opportunities offering similar wage demand higher skills.
- While metropolitan workers have a more diverse set of career possibilities, they must continuously adapt to increasing demands in the workplace and a more competitive labor market.
- Dislocated or young workers in economically hard-hit micropolitan and rural areas have very limited alternatives for employment.
- Seeking good-paying jobs, more workers must increase their skills by accessing and completing education beyond high school or by earnings industry-recognized credentials.
- The recession slowed baby boomer retirements, but the impact is likely to be felt first and greatest in micropolitan and rural areas where more workers are near retirement age.
- High-skill in-migrants presents both opportunities and challenges in meeting the states workforce needs.
- Migration of new workers continued at near pre-recession levels, even among low skilled workers, despite the limited availability of jobs.
- Lower skilled workers accounted for most of the unemployed and required significantly greater social services during the recession.
- Workers employed in certain industries – e.g., manufacturing, finance, distribution, or construction - were more likely to lose their jobs and to need retraining to find work.

These trends are evident in both Rowan and Cabarrus Counties. According to Access NC Labor Statistics - Labor Market Information, As of November 2021, Rowan County's unemployment rate is at 3.8 compared to 7.9% last year. Cabarrus County unemployment rate is at 3.4% compared to 7.0 last year.

The 2020 Employer Needs Survey conducted by the North Carolina Department of Commerce reported that many of the past hiring difficulties still exist for employers in the Manufacturing, Construction, Healthcare, and STEM industries with 74% of employers reporting the lack of employability qualities, lack of technical skills and education credentials was the leading cause of hiring difficulties.

As reported by the Bureau of Labor Statistics, in November, the unemployment rate fell by 0.4 percentage point to 4.2 percent. Notable job gains occurred in professional and business services, transportation and warehousing, construction, and manufacturing. Employment in retail trade declined over the month.

The number of unemployed persons fell by 542,000 to 6.9 million. Both measures are down considerably from their highs at the end of the February-April 2020 recession. However, they remain above their levels prior to the coronavirus (COVID-19) pandemic (3.5 percent and 5.7 million, respectively, in February 2020).

In November, 3.6 million persons reported that they had been unable to work because their employer closed or lost business due to the pandemic—that is, they did not work at all or worked fewer hours at some point in the 12 months or more due to the pandemic.

Employment in leisure and hospitality changed a little in November (+23,000), following large gains earlier in the year. Leisure and hospitality has added 2.4 million jobs thus far in 2021, but employment in the industry is down by 1.3 million, or 7.9 percent, since February 2020.

According to the NC Department of Commerce State of North Carolina's Economic Overview, North Carolina experienced an unprecedented disruption to its labor market as a result of the COVID-19 pandemic. While many facets of the labor market have improved since the onset of the pandemic, the state has not fully recovered. The pandemic ended a decade of slow but steady job growth following the Great Recession with a precipitous drop of 12.4 percent between February and April 2020. Following this through, the state experienced several months of rapid job growth – although recovery has slowed in recent months.

While the state's economic conditions have improved considerably since the spring of 2020 at the aggregate level, the recovery has not been equitable. For example, White non-Hispanic employment has returned to its February 2020 level, while Black non-Hispanic employment is down more than 10 percent from February 2020. Furthermore, low-wage and middle wage employment declined over 2020, while high-wage employment grew. While the growth of high-wage employment is definitely good for the state's economy, the growth in high-paying employment didn't make up for the loss of lower-paying employment. For the most part, individuals earning high wages prior to the pandemic (those in the upper third of the state's wage distribution in 2019) experienced only a small decrease in employment over 2020. However, those with low-wage and middle-wage employment pre-pandemic were significantly less likely be employed in North Carolina in the 4<sup>th</sup> quarter of 2020.

While jobs, overall, have not recovered, the number of job openings (available positions) has accelerated more rapidly and as of April 2021 exceeds the number of openings prior to the pandemic. Meanwhile, the number of North Carolina jobseekers, while declining as people move from unemployed to employed, remains highly elevated and presents a good source of potential applicants for employers. However, the ratio of jobseekers to job postings as of April 2021 was even lower than its pre-pandemic level. Employers throughout the state once again face conditions of a tight labor market with only one jobseeker per opening.

As workers feel better about the pandemic, schools and daycares fully reopen (allowing parents to get back to work), and the unemployed become more anxious about the personal economic conditions North Carolina should see an increase in jobseekers. However, as the long-term trend reveals our state, and the nation, are challenged with drawing more people into labor force ease employers' hiring difficulties. This creates opportunities for those who have historically had higher rates of unemployment such as the formerly incarcerated, those with disabilities, the long-term unemployed, lower educated individuals, youth, and some minority populations as reported in the North Carolina's Department of Commerce's state of NC Economic Overview.

Rowan and Cabarrus counties continue to experience layoffs, even moreso through the COVID 19 Pandemic. Sudden layoffs and other employment disruptions are being addressed by emergency response measures; however, it is anticipated that long-term recovery efforts will be required to help customers reconnect to the workforce, particularly those for whom employment assistance has not previously been required. Many people within the service areas of Rowan and Cabarrus County are employed in low-wage occupations. Most of these occupations are service sector occupations. Some of these occupations include: Restaurant staff; retail salespeople; childcare workers; teachers assistants; housekeepers; security guards; and home health aides. These are also jobs that typically pay hourly, require in-person attendance, and lack benefits like paid family or sick leave. The workers that hold these jobs and their families will be harmed most by a slow in the economy. (prosperitynow.org)



These facts require service providers to discuss alternative education/vocation options so that constituents in need are able to attain the skills that employers require. This information has compelled The Salisbury-Rowan Community Action Agency, Inc. (SRCAA) to take a strategic approach in employment guidance for program participants to ensure that education and skills are compatible with their desired employment interest. This is in addition to providing resources to participants in order to complete education and occupational skills training programs for the purpose of meeting employer qualifications to secure sustainable employment.

- (B) Identify the segment of the population and give the number of people experiencing the problem.

The population of North Carolina is estimated to be 10,439,388 as of 2020 according to the United States' Census Bureau. Rowan County's population estimate is 146,875 and Cabarrus County which is more densely populated was 228,804. The median income in NC in 2019 was \$54,602; however, at a much lower rate, Rowan County's median income was \$49,842 and Cabarrus County's median income was \$67,328. According to the Access NC Labor Statistics, As of November 2021, Rowan County's unemployment rate is at 3.8 compared to 7.9% last year. Cabarrus County unemployment rate is at 3.4% compared to 7.0 last year. For the purposes of this grant whose participants must be income eligible, 13.9% of Rowan's population was below the poverty level and 7.9% of Cabarrus was below the poverty level.

- (C) Provide demographic information of those adversely effected inclusive of:

- (a) Gender

According to talkpoverty.org, 13.6 of families living in North Carolina are at or below the poverty level. Families with children experience poverty at a much higher rate. Women and single mothers experience an increased rate of poverty at 34% in comparison to two parent homes. As reported in the US Census Bureau, women make up 50.6% of Rowan County's population and 55% of the county's workforce. In Cabarrus County, women make up 51.2% of the county's population and 62.4% of the workforce.

- (b) Age

Families face impoverishment due to the lack of employment opportunities, education and occupational skills training for the employment opportunities that are available. According to the US Census Bureau, North Carolina's High school graduation rate for persons over 25 was 87.8%. In Cabarrus County, the graduation rate for this same group was 89.9% and persons with bachelor's Degrees or higher was 32.3% compared to the states 31.3%. In Rowan County, there was a marked difference. High school graduates over 25 years of age, was only 85.6 % and those with bachelor's degrees or higher was only 18.5%.

According to the US Census, in 2019, the estimated number of those living in poverty in Rowan County is 13.9% of the population. The estimated number of those living in poverty in Cabarrus County is 7.9 % of the population.

- (c) Race/Ethnicity for the agency's service area

With regard to race, 70.6% of North Carolinians are White, 22.2% are Black and 9.8% are of Hispanic or Latino origin. In Rowan County 79.4% are White, 16.9% are Black and 9.4% are of Hispanic origin. In Cabarrus 72.4% are White, 19.6% are Black and 11.1% are of Hispanic origin.

(D) Explain how the persons are adversely affected.

With the current rates of unemployment in both Rowan County's and Cabarrus County's Unemployment, there are some notable differences in the level of occupational skills between participants in each of the service counties, with Cabarrus having a more skilled labor force than Rowan. In addition, Cabarrus has more opportunities for growth and is adjacent to Mecklenburg County, one of the nation's fastest growing municipalities, which increases employment opportunities for residents. Additionally, Mecklenburg County is in excess of 45 miles from Rowan County, and according to the US Census Bureau, more than 4,900 Rowan County residents commute there; however, for those constituents working the lower paying jobs, the cost of commuting alone negatively impacts their personal budgets, therefore hindering the family from moving above the federal poverty level.

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

(E) Resources Available:

a. Agency Resources:

Salisbury-Rowan Community Action Agency, Inc. (SRCAA) has the internal capacity to serve its families. Support from our other internal programs Head Start / Early Head Start allows us to assess families' needs beyond what is provided by Community Services Block Grant (CSBG) funding.

Family Development Specialists in both the CSBG Self-Sufficiency Program and Head Start / Early Head Start collaborate to leverage support, services and referrals to help families overcome barriers and achieve goals. In addition to the Self-Sufficiency Program and Head Start/ Early Head Start, English as Second Language (ESL) and Adult Basic Education (ABE)/ General Education Diploma (GED) courses are offered at the Salisbury-Rowan Community Action Agency, Inc. (SRCAA).

By providing the opportunity for families to participant in multiple services and the internal collaborative efforts of SRCAA staff, the potential for success for program participants increases.

b. Community Resources:

Salisbury-Rowan Community Action Agency, Inc. (SRCAA) partners with many nonprofit human service agencies, schools, colleges, community development organizations, governmental entities and faith organizations to aid our participants in reaching their goals and to change the way business is conducted in the community on their behalf. Managers and staff in both counties actively build partnerships and work together with those partners to address poverty causes and seek solutions for the eradication of the barriers to economic self-sufficiency for Rowan and Cabarrus County residents

(F) Resources Needed:

c. Agency Resources:

SRCAA continues to enhance its internal systems. The information technology systems used by our staff provide outcome data; however, there are multiple departments using different systems. Since January 2013, Information technology (IT) was outsourced to improve internal IT communication systems. This advancement allows staff working with families to serve them more efficiently and expediently. Other resources are needed to develop a database system for interface and tracking the work being done with families agency wide. Reporting of outcomes to various funders would be greatly enhanced if these resources come available.

d. Community Resources:

Community resources that decrease the rising numbers of homeless persons and or those in need of affordable housing in Cabarrus and Rowan County is a resource needed. Community service providers have identified the need for increased strategies to address housing and homelessness. Additional community resources, such as the Homeless Task force in both Rowan and Cabarrus County, work to develop a community-wide strategy to end homelessness through affordable housing and other immediate solutions for low-income families to reduce homelessness or transiency. This is important to our participants to continue to be informed of different avenues and strategies to expedite placements in subsidized housing options.

### Section III: Objective and Strategy

(G) Objective Statement:

To provide support and comprehensive services to assist seventy (70) new individuals/families and sixty (60) carryover families to increase their skills and income to rise above poverty level by June 30, 2023.

Strategies for Objective:

Provide support and comprehensive services to low-income families and individuals to develop occupational skills and increase income so they may rise above the poverty income level

*Strategies*

- To provide family development and case management services for low-income families so that they can rise above the poverty level.
- To ensure that program participants understand their role in the partnership with SRCAA so they are able to identify, create and attain their goals.
- To continue our partnership with area corporate, private and community partners to eliminate the barriers of poverty that prevent our participants from achieving self-sufficiency
- To collaborate with local offices of the Department of Health and Human Services to address the needs of our participants.
- To collaborate with the Department of Workforce Solutions to keep the community abreast of the employment trends and available work.
- To continue providing individual participant counseling, mentoring and referrals to increase participant awareness of community and agency resources.
- To plan and implement goals and set strategies with the families.
- To continue to invite low-income individuals to join advisory boards and committees.
- To increase fund development to close the gap between CSBG funding and participants need.

- To continue to research, participate in national and local conversations about poverty and its eradication, expanding the knowledge base of staff and participants

**OEO Form 210 (continued)**

**Section IV: Results Oriented Management and Accountability Cycle (use additional sheets if necessary)**

Organizational Standard 4.3 requires that an agency's strategic plan and Community Action Plan document the continuous use of the ROMA cycle and use the services of a ROMA trainer.

- (H) Community Needs Assessment: Please summarize the primary needs of your community as determined through the Community Needs Assessment, and explain which of those are Family, Agency, or Community Needs, and why.

Need 1: Opportunities for job skills training is needed for low-income individuals to obtain skills necessary to qualify for employment (agency)

Through the agency's partnerships with education providers and employment service agencies, low-income individuals will be provided with the opportunity to increase skills which will increase employment placement.

Need 2: Low-income individuals needs increased income in order to maintain basic living expenses and reduce the need for crisis assistance.

Through obtaining employment with a living wage, individuals will increase their income and therefore maintain living expenses.

Need 3: The community needs increased development to improve opportunities for low-income people to obtain standard housing.

The community needs additional programs and/or resources to assist the community with obtaining standard housing.

- (I) Achievement of Results and Evaluation: Please discuss your agency's achievement of results from last year. What were the successes and why were those areas successful? What areas did not meet targets or expectations and why were those areas not as successful? What Improvements or changes will be made for this year's work plan to achieve desired results and better meet the needs of the community?

The Salisbury- Rowan Community Action Agency, Inc. did not achieve all planned outcome targets within the 80% - 120% variance levels for the 2020-2021 program fiscal year, with the exception of the number of participant families completing education/training programs, which was met with a variance of 105%, and the number of participant families securing standard housing, which was met at a variance of 80%.

The Coronavirus outbreak has made life more complicated for many Americans with limited resources. Though immediate data may not yet be easily obtained regarding the demographics of those most impacted by the COVID-19 epidemic, previous Community Assessments, as well as countless government and academic studies have established that structural racism, xenophobia, sexism, stigmatization and othering persist – and are often exacerbated – in times

of crisis. Community Action recognizes the obligation to ensure that the barriers of structural race, gender, and other inequities are addressed during this time of crisis and beyond.

Based on the agency's most recent Community Needs Assessment, the number of participants completing training/education programs continues to be a constant barrier for many of our program participants in both Rowan and Cabarrus County. As more workers lose their jobs in the wake of the Covid 19 pandemic, it's imperative they are able to reenter the job market armed with the skills employers are looking for. According to the World Economic Forum's Future of Jobs report, at least 54% of all employees will need reskilling and upskilling by 2022. (cnbc.com) 1 in 3 Americans (34%) believe they would need more education or training to replace a lost job with one that pays a similar wage or salary. Workforce training may play a role in helping Americans weather the storm. The Salisbury - Rowan Community Action Agency, Inc. has implemented a plan of action to support a more holistic approach to serving families and providing continued supports, to assist those we serve with achieving self-sufficiency.

Like many other counties in North Carolina, Rowan and Cabarrus County have faced workforce development challenges in recent years. The NCWorks Commission released the North Carolina State of the Workforce 2011-2020 report [which examined North Carolina's workforce through an in-depth analysis of economic and employment data. The study found that the recession accelerated the shift to a knowledge-based economy and many workers are not prepared for the jobs that exist in today's economy. Key findings include:

- Companies who have begun hiring since the end of the Great Recession in 2007, are looking for more highly skilled workers than those who were laid off during the recession
- Workers are competing for fewer good-paying jobs which demand higher skills.
- Workers in rural areas of have limited alternatives for employment
- Workers must increase their skills, as more jobs require at a minimum, some post-secondary education]

The Salisbury-Rowan Community Action Agency, Inc. will continue to take both a proactive and continued active role in ensuring that services are designed and provided to combat the issues of poverty. As previously mentioned, the agency's most recent activities involved the development of an Employment and Training Advisory Committee to improve linkages and leveraged support for program participants in Rowan and Cabarrus County. The purpose of the committee is to (a) Provide expertise or advice on employer needs, industry changes and training requirements or prerequisites for training, (b) provide opportunities for employment, internships and apprenticeships, (c) provide feedback and assess the agency's impact to further enhance services, (d) serve as an unbiased and independent sounding committee.

(J) Please name the ROMA trainer who provided services used in developing this community Action Plan and describe what specific services were provided.

Dione Adkins-Tate (NCRI) provided guidance in the development of the Community Action

Plan, which included conducting training for the governing Board of Directors concerning their duties for the implementation of the plan.

**Community Services Block Grant Program  
Fiscal Year 2022-23 Application for Funding  
One-Year Work Program  
OEO Form 212**

Section I: Project Identification			
1. Project Name:	Self- Sufficiency Program		
2. Mission Statement:	Salisbury-Rowan Community Action Agency, Inc. provides services for individuals, children and families to enhance their quality of life and promote opportunities for self-sufficiency.		
4. Objective Statement:	To provide support and comprehensive services to assist seventy (70) new individuals/families and sixty (60) carryover families to increase their skills and income to rise above poverty level by June 30, 2022		
5. Project Period:	July 1, 2022 – June 30, 2023		
6. CSBG Funds Requested for this Project:	July 1, 2022	To	June 30, 2023
7. Total Number Expected to Be Served:	130		
a. Expected Number of New Clients	70		
b. Expected Number of Carryover Clients	60		



**One-Year Work Program  
OEO Form 212 (continued)**

<b>Section II: One-Year CSBG Program Objective and Activities</b>				
Identified Problem	Service or Activity	Outcome Expected	NPIs (List all NPIs applicable to activity)	Position Title(s)
Low-income participant families are in need of Community Action services and support	Provide supportive services, referrals and goal planning assistance to support low-income families and individuals	130 low-income families and individuals will be served by Community Action	7a, 7z.1	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families are below the poverty level	Provide supportive services, referrals and goal planning assistance to support low-income families and individuals to rise above the poverty level	10 low-income families and individuals will rise above the poverty level	1b, 3d, 3f, 3g, 3h, 7a	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need to obtain employment	Provide supportive services, referrals, goal planning assistance and employment guidance to assist participant families with obtaining employment	15 low-income individuals will obtain employment	1c, 1d, 1e, 1f, 1g, 7a	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need to obtain better employment	Provide supportive services, referrals, goal planning assistance and employment guidance to assist participants families	5 low-income individuals will obtain better employment	1h, 1h1, 1h2, 1h3	Director of Family Services, Family Development Specialists, Intake Specialist

	with obtaining better employment			
Low-income participant families need to obtain employment with medical benefits	Provide supportive services and referrals to assist participants families with obtaining employment with medical benefits	5 low-income individuals will obtain employment with medical benefits	1h3	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need to obtain education and employment training	Provide supportive services, referrals and goal planning assistance to assist participant families with completing education/training programs	20 low-income individuals will complete education/training programs	2f, 2g, 2h, 2i, 2j	Director of Family Services, Family Development Specialists, Intake Specialist
Homeless low-income participant families need to obtain standard housing	Provide supportive services, referrals and goal planning assistance to assist participant families with securing standard housing	2 low-income families or individuals will secure standard housing	4b, 4c, 4d	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need to emergency/crisis assistance	Provide supportive services, and referrals to provide participant families with emergency assistance	20 low-income individuals and families will be provided with emergency assistance	3a, 3b, 4a, 4e	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need employment supports	Provide supportive services, and referrals to provide participant families with employment supports	30 low-income individuals will be provided with employment supports	4f	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need educational supports	Provide supportive services, and referrals to provide participant families with educational supports	40 low-income individuals will be provided with educational supports	2z	Director of Family Services, Family Development Specialists, Intake Specialist
Low-income participant families need	Provide 10 professional and self-development sessions /	10 workshops sessions per county will be provided to	2e, 5a, 5b, 5c, 5d, 5e, 6a1, 6a2, 6a3	Director of Family Services, Family Development Specialists, Intake Specialist

professional and self-development education	workshops per county for program participant families to enhance employment skills, life skills and personal development	program participant families and individuals		
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**One-Year Work  
One-Year Work Program  
OEO Form 212 (continued)**

<b>Section III: Program Administration and Operations</b>					
Administration, Services, Operations Outcome Expected	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Establish partnerships and collaborations with other Human Service agencies in Cabarrus and Rowan County.	Director of Family Services	7/01/22-9/30/22	10/1/22-12/31/22	1/1/23-3/31/23	4/1/23-6/30/23

**Community Services Block Grant Program  
Fiscal Year 2022-23 Application for Funding  
One-Year Work Program  
OEO Form 212 (continued)**

9. Use the tables below to enter your agency's targeted outcome results. The performance measures will be included in the agency's CSBG contract.

All CSBG grantees operating self-sufficiency projects are required to enter program targets in Table 1. Please refer to *Performance Measures and Outcomes Definitions* on page 7 of the Fiscal Year 2022-23 CSBG Application Instructions. If your agency operates more than one project, you will also need to complete Table 2 on the following page and also enter specific program targets. There should be one table of outcome measures per project.

<b>Table 1 Outcome Measures for Project 1 (enter project name)</b>	
<b>Measure</b>	<b>Expected to Achieve the Outcome in Reporting Period (Target)</b>
The number of participant families served.	<b>130</b>
The number of low-income participant families rising above the poverty level.	<b>10</b>
The number of participant families obtaining employment.	<b>15</b>
The number of participant families who are employed and obtain better employment.	<b>5</b>
The number of jobs with medical benefits obtained.	<b>5</b>
The number of participant families completing education/training programs.	<b>20</b>
The number of participant families securing standard housing.	<b>2</b>
The number of participant families provided emergency assistance.	<b>20</b>
The number of participant families provided employment supports.	<b>30</b>
The number of participant families provided educational supports.	<b>40</b>
The average change in the annual income per participant family experiencing a change.	This measure does not require a target but must be reported.
The average wage rate of employed participant families.	This measure does not require a target but must be reported.

**Community Services Block Grant Program  
 Fiscal Year 2022-23 Application for Funding  
 One-Year Work Program  
 OEO Form 212 (continued)**

10. 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											
<b>Agency Name:</b>											
<b>Project Name:</b>											
County	Rowan	Cabarrus									Total
<b>Total Planned</b>	65	65									
<b>Project Name:</b>											
County											Total
<b>Total Planned</b>											

**Community Services Block Grant Program  
Fiscal Year 2022-23 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 is responsible for the overall performance and evaluation of all agency programs. The Planning and Evaluation Committee is responsible for working with the Executive Director and staff to develop agency programs and services. The committee has direct oversight to review, evaluate, and monitor all programs to ensure compliance. The Board of Directors receives and reviews monthly reports detailing the performance of the agency's programs at each Board meeting.

b. Low-Income Community:

The low-income community has input in the agency's programs through public hearings, participating on community forums, and representation on the agency's Board of Directors.

c. Program Participants:

Program participants have the opportunity to evaluate the program by completing evaluations/surveys, participating in community forums and by serving as volunteers.

d. Others:

Partners participate in Community Round Tables during tri-annual Community Assessments in both Rowan and Cabarrus County. This allows the agency and its partners to identify collaboration opportunities and improve service delivery. It also allows others to express concerns about meeting the needs of our participants during a formalized feedback process.

2. Describe the systematic approach for collecting, analyzing and reporting customer satisfaction data to the Board of Directors.

**1.0 Purpose** – The procedure for collecting, analyzing and reporting customer satisfaction data to the Board of Directors establishes a system for evaluating the services provided by the Salisbury-Rowan Community Action Agency, Inc. (SRCAA, Inc.)

**2.0 Scope** – The procedure is applicable to all employees of the Salisbury-Rowan Community Action Agency, Inc. (SRCAA, Inc.)

**3.0 Procedure**

**3.1 Overview** - Customer satisfaction surveys may provide valuable feedback on the effectiveness of the service delivery of the Salisbury-Rowan Community Action Agency, Inc., and may be used to improve the quality systems with the customer in mind; therefore, SRCAA, Inc. encourages comments and feedback from any individual or family which it serves.

**3.2** The services provided by the Salisbury-Rowan Community Action Agency, Inc. shall be evaluated through the use of customer surveys submitted by the customer in a locked box located in plain view of the customer's entrance or exit of the building.

**3.4** Responses to the customer survey shall be collected and analyzed for a thirty day period. The Administrative Assistant or designee shall forward the results of customer satisfaction surveys to the appropriate management.

**3.5** If during review of the responses to the customer satisfaction surveys that it is determined that a complaint needs to be addressed, the complaint(s) shall be followed up by the appropriate Program Director.

**3.6** Tabulated results of the Customer Satisfaction Surveys shall be reported monthly to the Board of Directors during regularly scheduled meetings. Surveys shall be maintained for a period of one year.

3. Describe how administrative policies and procedures are monitored by the Board of Directors.

The Board of Director's reviews the agencies administrative policies on an annual basis. These policies include fiscal, personnel and procurement. When necessary the policies are revised and updated. The Manual and an Employee Handbook has been introduced to all staff. The policies are monitored as part of the self-assessment process.

4. Describe how the Board acts on monitoring, assessment and evaluation reports.

The Board of Directors reviews all monitoring, assessment and evaluation reports. The board also reviews corrective measures and ensures that policies and procedures are modified based on the reports that are received. The Board also ensures that the results of the assessment are put into an action plan to improve the agency's performance.

5. Describe the Board's procedure for conducting the agency self-evaluation.

The Board of Directors along with staff conducts an annual evaluation of the agency's program governance, management systems, fiscal, partnership engagement and program effectiveness. This evaluation is headed by an outside consultant. Upon completion the information is compiled, documented and discussed in order to develop a work plan.

6. 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 the timeframe and planned activities for the next evaluation.

The results from the evaluation include: a) the need to expand funding beyond federal dollars, b) Increase board and management system collaborations, c) the need to further enhance our service delivery to provide support and assistance to the diverse families of the low-income community, d) increase our partnerships and collaborations to address the identified needs of the community. The information from the Board's self-evaluation will be used to enhance the strategic plan, departmental work plans and staff performance plans.

- Policy Council members receive training during monthly meeting.
- Program planning is reflective with the needs of the community.
- Oversight is provided to ensure that the agency adheres to all applicable laws and regulations.
- Maintenance repairs are done according to budget allowances.
- All inspections, and repairs are made and done to stay in compliance to with health, state and the Office of Head Start
- A Policy Council liaison attends the Board meeting to ensure that any necessary communication is delivered.
- All approvals and information from the Board are shared with Policy Council and vice versa. Information shared includes, but is not limited to policies and procedures, financial information, staffing vacancies, and program changes.
- The agency's employment practices are followed according to law.



Policy Council Community Representatives are integral in recruitment and hiring of staff.

Planned activities for the next evaluation will measure progress on the following: 1) effective board governance 2) understanding the role of the governing board under Community Action 3) Understanding the role of financial oversight and monitoring by the governing board. The next scheduled board evaluation will be conducted in March, 2022.

**Community Services Block Grant Program  
Fiscal Year 2022-23 Application for Funding  
CSBG Administrative Support Worksheet  
OEO Form 212A**

1. Administrative Support requested for (Name of Grant):		
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

**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.

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Agency Name: \_\_\_\_\_

County: \_\_\_\_\_

Date of Application Submission: \_\_\_\_\_

[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 to OEO **January 14, 2022**.

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

\_\_\_\_\_  
Notary

\_\_\_\_\_  
Date