North Carolina Department of Health and Human Services

Division of Social Services

OFFICE of ECONOMIC OPPORTUNITY

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:	Choanoke Area Development Association of NC, Inc.
Agency:	CADA
Federal I.D.	560841757
DUNS Number:	075568618
Administrative Office Address:	120 Sessoms Drive, Rich Square, NC 27869
Mailing Address (include the 4-digit zip code extension):	P.O. Box 530, Rich Square, NC 27869
Telephone Number:	252-539-4155
Fax Number:	252-539-2048

Proposed Funding:	**CSBG:** $476,398	**Additional Resources:** $162,240.27	**Agency Total Budget:** $13,733,184
Application Period:	**Beginning:** July 1, 2022		**Ending:** June 30, 2023

Board Chairperson:	Catherine Moody
Board Chairperson's Address: (where communications should be sent)	P.O. Box 530, Rich Square, NC 27869
Board Chairperson's Term of Office (enter beginning and end dates):	January 2022 – December 2023
Executive Director:	Christopher S. Moody
Executive Director Email Address:	cmoody@nc-cada,org
Agency Fiscal Officer:	Andre Rowe
Fiscal Officer Email Address:	arowe@nc-cada.org
CSBG Program Director:	Pamela Taylor
CSBG Program Director Email Address:	ptaylor@nc-cada.org
Counties Served with CSBG funds:	Bertie, Halifax, Hertford, Martin, and Northampton
Agency Operational Fiscal Year:	July 1, 2022 to June 30, 2023

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 involvement of the low-income community in the planning process is fundamental to and continues throughout all phases of planning, development, and evaluation. During the program year, CADA staff attends community meetings to inform the low-income of current on-going CADA programs and the impact these programs are making on poverty causes, and to ascertain community needs and concerns for future planning. The low-income residents of the five-county area CADA represents, participate in the development of the annual work plan through community meetings, surveys, annual planning meetings, Head Start Policy Council and other advisory boards and membership on the CADA Board of Directors. CADA distributed surveys throughout our service area in order to identify the needs of low-income families.

   b. Agency Staff:

   The staff, through daily contacts with the targeted population, through community meetings with the low-income and other agencies, and through an on-going monthly evaluation process, is directly involved in the planning, evaluation, and development of the grant application. A Community Needs Assessment Survey is completed to help determine the needs of the residents in the CADA service area. Staff participated in various community events throughout our service area in order to develop professional relationships.

   c. Agency's Board Members:

   The Board is reflective of the community and has direct contact with the needs and resources that are available to impact the geographical areas/targeted populations they represent. Targeted populations such as Head Start, the elderly, and youth have representation on the Board, and thus, a direct voice in the planning and development of this strategic plan. In addition, staff presents information from community needs assessments and program evaluations to the CADA Board. The board reviews pertinent information, needs, and resources, and directs the development of the plan.

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:

   CADA conducted a Community Needs Assessment in January 2019, which the following was helpful in collecting data and distributing surveys. In analyzing the data, CADA has learned we can not address the many needs of the community; therefore, partnerships are needed in order to address these needs.

   a. Community-based organizations: Community Needs assessment were distributed throughout the community in order to receive data on what services are needed throughout CADA's service

area. Agencies such as CADA Community Centers, Boys and Girls Clubs, Angel's Closet, Union Missions, etc, where key in assessing with distributing and collecting data.

b. Faith-Based Organizations: Assessments hardcopies and CADA webpage link was shared with local churches.

c. Private Sector: Local businesses assisted with distributing assessments as well as assisted with sharing the link to CADA's webpage in order for clients to complete assessments online. Board members who represent the Private Sector also assisted with completing and distributing assessments.

d. Public Sector: Various government organizations were helpful in assisting with gathering data from our Community Need Assessment. Board members who represent the Public Sector also assisted with completing and distributing assessments. County Commissioners also completed assessments and provided feedback.

e. Educational Sector: Various school systems assisted with distributing Community Needs Assessments such as Public Schools and Community Colleges. Assessments were distributed to parents as well as school staff and faculty. Community Colleges distributed assessments to every student enrolled on campus. Headstart and Early Headstart were vital in getting parents to complete assessments.

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.

   To facilitate planning, a Needs Assessment is conducted or is reviewed/updated annually. Some programs use a one-year planning process; others use a three – five-year process. Choanoke Area Development Association conducted a community needs assessment in January 2019 throughout all five counties.

   Information from the Needs Assessment, meetings with the low-income population; recommendations from the Head Start Policy Council and other standing program boards are presented to the CADA Board of Directors for consideration in establishing poverty causes or needs and their prioritization. The Board considers the identified community needs as they relate to CADA's stated mission and applies the following criteria to prioritize the cause of poverty: (a) magnitude of the problem – the number of people affected by the given cause; (b) intensity – the degree of suffering caused by the problem; and, (c) severity of the problem resulting from the cause – this is the combination of magnitude and intensity. Also considered is (a) the agency's capacity to impact the problem; (b) available resources to combat the problem; (c) methods to measure impact on the problem; and, (d) cost effectiveness. If a discussion/dialogue does not achieve a consensus, a formal ranking method will be utilized.

4. Describe activities that your agency has undertaken to advocate for and empower low-income individuals and families to achieve economic independence and security.

   CADA has worked to address the issue of self-sufficiency and empowerment of low-income individuals by:

- Coordinating services with local human service agencies so families can get timely referrals and the services needed;

- Providing space for low-income residents on the Board of Directors; currently low-income residents constitute 33% of the Board membership;

- Providing counseling and referral assistance for skills training/education programs;

- Helping low-income families remove the barriers to self-sufficiency such as: daycare and transportation

- Partnering with NC Works Career Centers, which helps low-income families improve skills and find jobs;

- Providing housing assistance to low-income families including rental, rehab, down payment assistance and individualized credit counseling.

- Providing home ownership and financial literacy classes for low-income residents interested in becoming first-time homeowners.

1. Implementing a Home Protection Program;

2. Providing training opportunities through WIOA;

3. Implementing Parenting and Literacy Programs such as Parents as Teachers Too

4. Implementing a Head Start Male Involvement Program in four counties

5. Providing new housing opportunities for seniors and disabled individuals, such as Woodland Olney Apartments, Ahoskie High School Apartments and Enfield High School Apartments.

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.

   Many of the programs CADA administers have advisory boards that represent the community. CADA actively seeks to form/join partnerships to ensure that the low-income (1) have a voice; (2) are provided unduplicated services; and, (3) receive new services when needed. The membership of the community-at-large category on the CADA Board includes representatives of the faith community, youth and senior organizations, and service organizations. Several CADA staff members serve on interagency committees.

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.

   Copies of grant applications are furnished to local governing offices, and upon request, to other agencies that administer programs that affect the low-income. CADA staff attends interagency coordination meetings, serves on agency boards, and maintains contact with other agencies to assure effective, non-duplicative delivery of services to the low income. An established interagency referral system assures that the low income has access to unduplicated resources and services.

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).

Head Start offers a Male Involvement Program reaching out to fathers of Head Start students and our Parent as Teachers Too Program assists new mothers with young children with child development issues.

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.

    CADA has a food pantry in Northampton County to assist those in need and referral sources for our other counties. We have received and distributed fresh vegetables received from the Food Bank of the Albemarle on a sporadic basis throughout the years. In 2010, we embarked on a much more effective method of food distribution – the Mobile Food Bank from the Food Bank of the Albemarle. This mobile unit, provided by the Kraft Food for America Program, allows us to serve over 100 families in Northampton County with a wide option of food on a monthly basis.   CADA is also the lead agency for the Emergency Food and Shelter program. Nutritional outreach programs are coordinated with Cooperative Extensions, WIC and the Health Department. Programs are provided at CADA offices/centers. Staff assists with commodity distribution and serves on interagency councils.

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.

    Choanoke Area Development Association is in partnership with NC Works County Career Center -- a one stop employment resource that provides a myriad of services and resources to local residents. We work closely with both local community colleges with regards to Career Readiness and TABE Testing and share staff and resources so as not to duplicate services. All CSBG Case Managers are knowledgeable of the resources at the NC Works Career Center, DES Center and Roanoke Chowan Community College and Halifax County Community College and make frequent referrals to clients seeking employment or skills training.

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).

    CADA has established a referral system with the local Departments of Social Services. This referral system is a two-way process since some programs CADA administers must ensure that all other sources of assistance have been exhausted. CADA offices are used by DSS for intake for the LIHEAP Program. CADA staff serves on local boards/councils for coordination and CADA actively seeks resources to complement those of DSS such as EnergyShare and Emergency Food and Shelter programs. Staff will continue to develop partnerships with agencies/organizations throughout our service area in order to maintain/increase a referral system to connect clients with much needed resources.

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.

CADA has identified the following needs for low-income youth: a) lack of after-school programs, b) lack of organized recreational activities, c) lack of adult role models and opportunities to interact with adults, d) lack of tutoring programs, e) few opportunities to build self-esteem, f) lack of work experience opportunities, g) lack of pregnancy prevention programs, and h) poor nutritional habits. In an effort to meet these needs, CADA is currently operating in Bertie, Halifax and Martin Counties WIOA Year-Round Youth. Head Start provides services and counseling through its Male Involvement Program. CADA operates Parents as First Teachers Programs in Hertford County and Northampton County which serves young mothers

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].

    All case managers in various programs are ready to discuss child support issues – for mothers or fathers – and advocate on their behalf. CADA works with local DSS offices to ensure that children are being supported by their non-custodial parents and will assist clients in pursuing their options – either to obtain child support or to present themselves in court for fair adjudication of the matter. Head Start's Male Involvement Program particularly emphasizes the importance and the protocol to resolve child support issues.

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

    o Combat the **Opioid Crisis** by focusing on policies and practices that prevent opioid misuse, addiction and overdose;

      CADA has enrolled and is participating in NCCARE360, which will allow Case Managers to refer clients who are facing Opioid addictions to services that are able to address clients' needs. Staff will also participant in opioid crisis training in order to understand addictive opioid drugs and also the effect it has on the community and families.

    o Develop better outcomes for **Early Childhood** learners to ensure that they are healthy, safe and nurtured, learning and ready to succeed;

      CADA has enrolled and is participating in NCCARE360, which will allow Case Managers to refer clients with early childhood learners to various services that will assist them with their health, safety and nurturing environment where they will be ready to learn and succeed. Case Managers will also work closely with Head Start and Early Head Start programs to help recruit and refer client to early childhood programs.

    o 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.

      CADA will be participating in NCCARE360 in order to assist client with connecting with resources that are available in the community. All program staff are enrolled in NCCARE360 and have access to connecting clients to available resources.

- 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.

  CADA will be participating in NCCARE360 in order to connect clients to available resources in the community. All program staff is enrolled in NCCARE360 and have access to connecting clients with needed resources. Staff will participate in local health/resources fairs to assist with promoting healthy opportunities within the community we serve.

Community Services Block Grant Program
Fiscal Year 2022-23 Application for Funding
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.

Analysis of data obtained through CADA's Community Needs Assessment (January 2019) reveals

the barriers and challenges facing the residents of Bertie, Halifax, Hertford, Northampton and Martin

Counties:

1. Lack of resources and motivation/education/skills training to increase family income to become

   self-sufficient

2. High unemployment – lack of industry

3. Lack of financial literacy

4. Lack of resources/knowledge/skills to access affordable, standard housing.

5. Lack of subsidized rental housing.

6. Lack of homeless shelters

7. Limited funds for emergency assistance programs.

8. Lack of awareness information and available resources/services to prevent abuse and neglect

   and the removal of at-risk children from home.

9. Lack of support services to enable single teenage parents and pregnant teenagers to complete

   high school requirements.

10. Lack of resources to provide transportation/medical/needs.

11. Lack of employment counseling

12. Lack of access to family support/family empowerment services

13. Lack of emergency childcare

14. Lack of resources and services for isolated elderly

15. Lack of parental knowledge of child development stages and appropriate ways to stimulate learning for children 0-5 years of age. Lack of programs, mentoring for youth.

16. Lack of Early Childhood Development programs/daycare to prepare children for school.

17. Lack of child/parent literacy

    Lack of child health and wellness

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

(A) Explain why the problem exists.

Historically, CADA's service area has been identified as some of the most economically distressed in North Carolina and the nation. Furthermore, they have been included in a crescent of counties beginning in Virginia and continuing south through North Carolina, South Carolina, Georgia, and Alabama where poverty has been entrenched over many decades. These counties have a higher percentage of African Americans, education and health system needs, higher unemployment, and lower paying jobs. The traditional economy and jobs of this region have declined or are no longer viable options. This region was historically an agrarian society but with the decline of family farms and traditional money crops such as tobacco and the changes in the mechanism of farming, jobs have been lost. Textiles and timber/wood product industries were also important traditional economic engines to the region that have declined and contributed to the loss of jobs. The jobs that have been created often do not pay a living wage. Revenue these counties receive to assist their residents does not provide for the many needs of families. All of this information has been used by the North Carolina Department of Commerce to rate the ability of these counties to be able to help themselves as very low. Bertie County was ranked number one in the state as the county with the fewest resources to economically improve the county. The data listed below reflects the causes and conditions of entrenched poverty in the

region. Just as these counties do not have the resources for change, residents do not have the

resources and support needed for change.

Table 1: CADA's Service Area Tier/Poverty Comparison Ranking Out of 100 Counties in NC

County	Allocation	# of people in poverty	Economic Distress Rank	Final 2021 Tiers
BERTIE	$69,320	4,256	6	1
HALIFAX	$187,846	11,533	4	1
HERTFORD	$78,653	4,829	9	1
MARTIN	$74,744	4,589	11	1
NORTHAMPTON	$65,835	4,042	14	1

Data Courtesy of:

* FY22 – 23 NC CSBG Allocation (Office of Economic Opportunity (OEO)

* 2022 County Development Tier Ranking (2022 NC Department of Commerce)

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

Within CADA's service area and in Martin County, poverty is chronic and entrenched in

these depressed "Tier one" rural communities where unemployment and poverty rates reflect

percentages well above the state and national averages.

Table 2:   Unemployment Figures and Families in Poverty in CADA Service Area

County	September 2021		County	Population	Persons In Poverty
Bertie	5.79%		Bertie	19,380	4,256
Halifax	7.52%		Halifax	51,190	11,533
Hertford	6.33%		Hertford	24,012	4,829
Martin	5.66%		Martin	22,849	4,589
Northampton	6.27%		Northampton	19,946	4,042
Avg. / Service Area	6.31%		Avg. /Service Area	27,475	5,849
North Carolina	5.13%		NC Dept. of Commerce (Labor & Economic Analysis) November 2021		
* NC Commerce (September 2021 Report) **Unemployment 12 mth Avg. Oct 20 – Sept 21**					

High rent with limited earnings has a major impact in CADA's service area including Martin County. Workers would need to earn well above minimum wage in order to afford Fair Market Monthly Rent (FMMR), when the average hourly wage is not sufficient for families to afford standard housing. Families earning minimum wage, working 40 hours per week would need to work an average 1.7 full time jobs in order to afford the FMMR. When you factor in other barriers that suppress individuals/families from gaining adequate employment, such as daycare, transportation, criminal background, lack of work history, lack of employable skills, etc., it makes it difficult for families to afford standard housing as well as support the overall family without the ability to acquire employment. CADA has proven through the years that we are capable of removing barriers for families within our service area.

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

(a) Gender

	Population	Male	Female
Bertie	19,380	50.7%	49.3%
Halifax	51,190	48.2%	51.8%
Hertford	24,012	49.8%	50.2%
Martin	22,849	47%	53%
Northampton	19,946	49%	51%

U.S. Census Bureau QuickFact – Population estimates, July 1, 2019

(b) Age

AGE OF THE SERVICE AREA POPULATION

A table 5 reflects the overall age breakdown for CADA's service area.

TABLE 5: Population by Age Group[1]

	Bertie	Halifax	Hertford	Martin	Northampton
20 – 24	1281	3168	1540	1168	1089
25 – 29	1339	3083	1492	1337	1127
30 – 34	1149	2729	1362	1046	914
35 – 39	831	3004	1397	1289	770
40 – 44	1392	2722	1287	1082	1172
45 – 49	1271	3303	1487	1514	1240
50 – 54	1525	4047	1756	1631	1540
55 – 59	1613	3759	1785	1887	1823

60 – 64	1532	3941	1892	1951	1636
65 – 69	1247	3225	1708	1730	1557
70 – 74	929	2448	783	1163	1175
75 – 79	872	1772	699	969	857
80 – 84	487	1160	616	431	745
85 Years and over	470	1320	613	591	510

*U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

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

RACE AMONG THE SERVICE AREA POPULATION

Table 6 examines the race/ethnicity of CADA's service area.

Table 6: Population by Race and Ethnicity[1]

	Bertie	Halifax	Hertford	Martin	Northampton
Non-Hispanic White	7,026	20,220	8140	12103	7876
Non-Hispanic Black	12,349	27,511	13935	9711	11622
Non-Hispanic American Indian	113	1841	266	82	100
Non-Hispanic Asian and Pacific	113	23	34	0	0
Hispanic or Latino	415	1,435	889	865	433

Source: U.S. Census Bureau, 2013 – 2017 American Community Survey 5 – Year Estimates

(D) Explain how the persons are adversely affected.

The dependent poor headed by persons over 65 years of age and/or disabled represent over 15% of the

area poverty households and are not potentially employable. Children under the age of six who live in

poverty represent 31% of the population. Minorities that live in poverty represent 80% and 52% are

female-headed households. Only 34% of the family members aged 25 or older are high school

graduates. They also lack marketable skills/training, have poor or non-existent work histories, display

poor work attitudes, and need affordable childcare, transportation, and other supportive services.

High rent with limited earnings also has a major impact in the five counties that CADA serves. The

North Carolina Housing Coalition suggests in order for individuals/families to afford rent and utilities for a

safe, modest two-bedroom apartment at the fair market monthly rent, individuals/families will have to

obtain an average hourly wage $12.20, but individuals are currently making average wages of $8.60.

When housing is affordable, families do not have to choose between paying for housing and other needs, such as food and medicine. Combining these barriers to employment, the remoteness of the area and the lack of employment opportunities hinder individuals/families from becoming self-sufficient. Of the area population, approximately 73% are transportation disadvantaged.

As a result of community meetings, focus groups, and surveys, CADA has learned that the concerns of the residents in CADA's service area reflect the demographics and statistics presented in the following demonstration of need. Some of the most critical issues facing these Counties, as seen by its citizens are: Education, Teen Pregnancy, Children's access to library, Transportation, Gang activity/Need for teen activities, Substance abuse, Faith based availability, and Safety; where many of these issues are a result of poverty, unemployment, teen pregnancy, and an educational system that is not fulfilling its mission of preparing children for success and achievement. Data analyzed from surveys completed by Head Start/Early Head Start parents displayed the most important issues/concerns for families such as: summer care for school age children; **EMPLOYMENT**; after school care for school age children; affordable health insurance; and **AFFORDABLE HOUSING AND UTILITIES.**

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

(E) Resources Available:

a. Agency Resources:

Community Services Block Grant, Weatherization, Urgent Repair, Section 8, NC Works Career Center, Youth WIA, Parents as Teachers, Head Start, Early Head Start, Male Involvement, Emergency Food and Shelter, Energy Share, Senior Housing, Free Income Tax Preparation, Home Ownership, Foreclosure Prevention, Financial Literacy Education, and Comprehensive Referral System with Community Organizations.

b. Community Resources:

TANF, Food Stamps, LIEAP, Public Housing, Day Care Centers, Roanoke Chowan Community College, Martin Community College and Halifax County Community College, Boys &Girls Clubs, DES, Choanoke Public Transit System, Salvation Army, Martin County Transit, NC/Works/DES, Community Libraries, Union Mission, Juvenile Justice, and 4-H.

(F) Resources Needed:

    c. Agency Resources:
        Additional emergency funds, unrestricted funds, additional homeownership grants and loan programs; additional public housing units, mobilizing financial resources, fatherhood program, funding for disseminating information to public/private entities, and substandard housing program to assist seniors needing adaptations so they can remain in their homes as well as assist individuals/families with energy efficiency to better utilize limited incomes and improve health.

    d. Community Resources:
        Accessible/affordable housing, funds for infrastructure, public transportation, job training/employment counseling, youth programs, after school programs, assistance with buying a home, homeless shelter, assistance for minor home accessibility modifications for low-income disabled persons, emergency childcare, transportation emergencies, isolation of elderly, parenting education, child literacy programs and child health and wellness programs.

Section III: Objective and Strategy

(G) Objective Statement:

Leverage resources to provide resource and referral services to 200 participants by June 30, 2023 with a focus on employment, standard housing and emergency assistance.

Strategies for Objective:

- Provide a comprehensive client intake to more effectively assess the needs of our participants and expand our internal and external referral network.

- Provide a comprehensive Information & Referral program to assist those in poverty to improve quality of life.

- Deliver an effective interagency collaboration in order to assure services are not duplicated.

- Establish services with local human service agencies to provide needed assistance and facilitate coordination.

- Maintain a counseling and referral system for comprehensive skill-training/education programs.

- Continue to collaborate with local colleges to provide HRD classes to participants

- Provide a comprehensive case management system to assist family members in removing barriers to employment such as daycare, transportation, etc.

- Participate in economic development activities that will increase opportunities for self-sufficiency.

- Create a system for coordinating with NC Works Career Center/Department of Employment Security to ensure CSBG eligible customers access to the full array of services provided by the center.

- Maintain a system that focuses on individual employment plans and career path utilization.

- Provide comprehensive assessment, case management, counseling, direct assistance, referrals and follow-up services to low-income residents to help them attain self-sufficiency.

- Provide comprehensive assessment, case management, counseling, direct assistance, referrals and direct clients to the appropriate resources.

- Promote the Earned Income Tax Credit and free tax preparation assistance for families.

- Maintain an intake process that will allow case managers the opportunity to understand clients' needs and direct them to the appropriate resources/organizations.

- Provide employment, emergency and substandard housing assistance to families in need from July 1, 2022 to June 30, 2023.

- Identify low-income individuals/families in need of emergency or standard housing assistance and refer to appropriate programs for assistance.

- Continue services with local human service agencies to provide needed assistance and facilitate coordination.

- Distribute CADA brochures and promote services during community events.

- Promote CSBG services to local employers, community organizations, agencies, businesses, faith-based organizations, etc.

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.

CADA's Community Needs Assessment reflected needs within various categories such as Employment, Education, Housing, Nutrition, Income, Transportation and Healthcare. The primary needs within CADA's service area (Bertie, Halifax, Hertford, Martin and Northampton Counties) from the Community Needs Assessment reflect the following needs: Individuals need job-readiness skills to obtain jobs, individuals need access to transportation, individuals need gainful employment which will assist with rising above poverty guidelines, individuals need assistance with obtaining their high school diploma/GED, individuals need affordable housing and individuals need assistance with obtaining knowledge on money matters (budgeting, money management, credit, savings, etc.)

1. Individuals need job-readiness skills to obtain jobs (Family / Agency) & Individuals need gainful employment which will assist with rising above poverty guidelines (Community/Agency) – CADA needs to develop partnerships with resources that offer job-readiness training as well as register staff to participate in various trainings that will improve their ability to facilitate job-readiness workshops in-house. Once partnerships have been established and staff trained, job-readiness training will be offered to potential clients (Family). Individuals will have to opportunities to enroll in training sessions in order to obtain job-readiness skills to improve their ability to obtain gainful employment. Gainful employment is improved when clients have job-readiness skills to obtaining employment but it is vital for jobs that offer compatible salary/hourly wages that assist clients with rising above poverty guidelines. Another need identified on the assessment was – there is a lack of good paying jobs with benefits within CADA's service area. CADA will work with local business/ companies and key community leaders to assist with building partnerships that will allow clients access to potential gainful employment that will assist with rising above poverty guidelines.

2. Individuals need access to transportation (Family) – This need was mentioned on the assessment as the community lacks public transportation, and clients have issues with meeting the needs of down payment/credit issues for purchasing a vehicle. This would be considered a family need due to various

services being offered to assist with transportation. Clients will need to be connected with the various services that provide transportation as well as assist clients with improving credit to purchase affordable transportation

3. Individuals need assistance with obtaining their high school diploma/GED (Family) – CADA will establish partnerships with organizations/community colleges that offer GED programs in the community.

4. Individuals need affordable housing (Family) – Clients in CADA's service area need affordable housing.

5. Individuals need assistance with obtaining knowledge on money matters (Family) - Money Management services are offered throughout the service area as well as CADA offering these services. These services will continue throughout CADA's service area. CADA will stay abreast of the various workshops and trainings offered throughout the community and refer clients to these services.

(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?

CADA achievement from last year's CSBG program consist of: 156 clients were enrolled in the program with 18 clients raising above federal poverty guidelines. 25 clients gained employment, 4 clients gained better employment, 11 clients obtained jobs with medical benefits. The average hourly wage was $11.48. 6 clients secured standard housing and 94 client received emergency assistance from programs such as Energyshare and Emergency Food and Shelter. 29 clients received employment support while 5 clients were assisted with education support.

Moving forward CADA will improve on the following: Obtaining ROMA training for CSBG staff members, work towards increasing client services funds in order to assist clients more with their needs to becoming self-sufficient. CADA received more Energyshare funding last year which was a high demand on staff to address the needs of families in the community. CADA will improve in this area by seeking assistance from various sources such as volunteers, College interns, other program staff and Title V participants.

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

CADA has staff who participated in ROMA training and these individuals assessed with the overall planning and implementation of the 2022 – 2023 CSBG Workplan. Roy Moore and Christopher Moody assisted with developing the plan. These individuals assisted with the developing the Community Needs Assessment, conducting public

hearings, program promoting by meeting with all County Commissioners throughout CADA's service area, and analyzing the data from the Community Needs Assessment.

Community Services Block Grant Program
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Section I: Project Identification				
1. Project Name:	Self Sufficiency (Bertie, Halifax, Hertford, Martin, and Northampton Counties)			
2. Mission Statement:	To assist low-income citizens, achieve self-sufficiency and a better quality of life.			
4. Objective Statement:	Provide case management and referral assistance to 200 participants by June 30, 2023 with a focus on employment, standard housing and/or emergency assistance			
5. Project Period:	July 1, 2022 to June 30, 2023			
6. CSBG Funds Requested for this Project:	July 1, 2022	To	June 30, 2023	$476,398
7. Total Number Expected to Be Served:	200			
a. Expected Number of New Clients	185			
b. Expected Number of Carryover Clients	15			

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	Section II: One-Year CSBG Program Objective and Activities			
Identified Problem	Service or Activity	Outcome Expected	NPIs (List all NPIs applicable to activity)	Position Title(s)
1. Individuals lack job readiness skills	5 clients will be referred to Human Resource Development Training & Career Readiness Certification Training by June 30, 2023.	Individuals will receive job readiness training	1.2	Case Managers, Lead Case Manager, Center Managers, and Manager of Community Services
2. Individuals need gainful employment which will assist with raising above poverty guidelines	20 clients will be assisted with job searching activities and referrals to employers by June 30, 2023.	Individuals will obtain employment which will assist with raising above poverty guidelines.	1.1	Case Managers, Lead Case Manager, Center Managers, and Manager of Community Services
3. Individuals need access/assistance with transportation to get to work.	5 clients will receive transportation assistance by June 30, 2023.	Clients will maintain employment	1.2, 6.2, 6.5	Case Managers, Lead Case Manager, Center Managers, and Manager of Community Services
4. Individuals need assistance with obtaining their GEDs	5 clients will be referred to Local Community College GED programs by June 30, 2023.	Clients will obtain their GED	1.2	Case Managers, Lead Case Manager, Center Managers, and Manager of Community Services
5. Individuals need assistance with obtaining knowledge on money management.	5 clients will be referred to Community Colleges' workshops/trainings on money management by June 30, 2023.	Clients will obtain money management knowledge/skills	N/A	Case Managers, Lead Case Manager, Center Managers, and Manager of Community Services
	Case Managers will provide 10 clients	Clients will obtain money	N/A	Case Managers, Lead Case Manager, Center Managers, and Manager of Community Services

	with budget review and money management training by June 30, 2023.	management knowledge/skills		
6. Individuals need affordable housing.	Assistance 5 individuals with increasing household income by June 30, 2023	Clients obtain affordable housing	1.1, 1.2	Case Managers, Lead Case Manager, Center Managers, and Manager of Community Services
	5 clients will be referred to housing assistance programs.	Clients obtain affordable housing	1.2	Case Managers, Lead Case Manager, Center Managers, and Manager of Community Services
	4 clients will be referred to 1st Time Homebuyers & Homebuyers Education programs.	Clients obtain affordable housing	1.2	Case Managers, Lead Case Manager, Center Managers, and Manager of Community Services

Section III: Program Administration and Operations					
Administration, Services, Operations Outcome Expected	Position Title(s)	Implementation Schedule			
		First Quarter	Second Quarter	Third Quarter	Fourth Quarter
1. _Development_					
1.1 Implement a comprehensive client intake/call-in process to more effectively assess the needs of our participants.	M/CS, CSMEA, CSMH, CM, LCM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
1.2 Research resources to assist families with achieving self-sufficiency	ED, B/D, M/CS, CSMH, CSMEA	07/22-06/22 09/22	07/22-06/22 12/22	07/22-06/22 03/23	07/22-06/22 06/23
1.3 Implement training sessions for CADA staff on Housing options for low-income residence	ED, M/CS, CSMEA, CSMH	07/22-06/22 09/22	07/22-06/22 12/22	07/22-06/22 03/23	07/22-06/22 06/23
1.4 Meet with community organization/ agencies to explain programs and solicit support and referrals	M/CS, CSMEA, CSMH, CM, LCM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
1.5 Establish cooperative working relationship with housing authority, landlords, and government officials	ED	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
1.6 Coordinate and manage an emergency assistance program to assist those in need of emergency assistance.	ED, M/CS	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
1.9 Organize/maintain partnerships with local Dept. of Social Services (DSS) in order to assure that no services have been duplicated as well as to assure DSS funds have been exhausted.	CM, LCM, M/CS, CSMH, CSMEA	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
1.10 Coordinate a referral system that will connect 200 clients with services/agencies as needed.	CM, LCM, M/CS, CSMEA, CSMH	50	100 (50)	150 (50)	200 (50)
1.11 Maintain a system of monitoring and tracking available funding allocations in order to assure that funds are exhausted properly to avoid pledging over program allocation.	CM, LCM, M/CS, CSMEA, CSMH	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
1.12 Maintain a system that tracks the demographic characteristics of individuals/families that have applied for/received services.	CM, LCM, M/CS, CSMEA, CSMH	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23

1.12 Participate in economic development activities to increase opportunities for participants.	ED, B/D, M/CS	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
1.13 Research and establish rapport with local employers.	ED, B/D, M/CS, LCM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
1.14 Participate in community meetings/events with other agencies/organizations in order to build partnerships that will assist low-income families with removing barriers.	M/CS, LCM, CSMH, CSMEA, CSM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
1.15 Build partnerships with local committees/groups in order to connect with additional resources to assist families.	M/CS, LCM, CSMH, CSMEA, CSM,	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
2. Training					
2.1 Train staff on proper intake/call-in procedures including documentation, Emergency food and Shelter, Energyshare guidelines, and general information about other agency programs for which clients may qualify.	LCM, M/CS, CSMH, CSMEA	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
2.2 Train staff on proper procedures of collecting information in order to determine if clients are eligible to receive emergency or housing assistance	LCM, M/CS, CSMH, CSMEA	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
2.3 Train staff on in-house and community resource services in order to refer clients to needed services.	LCM, M/CS, CSMH, CSMEA	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
2.4 Train staff on the proper policies/procedures to contacting agencies such as Ameri-Gas, Dominion Power, Roanoke Electric, Housing resources, etc in order to arrange pledges.	ED, LCM, M/CS, CSMH, CSMEA	07/22--06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
2.5 Train staff on monitoring and tracking available funding allocations in order to assure that funds are exhausted in the right manner.	M/CS, CSMH, CSMEA	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
2.6 Train/monitor staff in efficient use of Accountable Results for Community Action (AR4CA) for proper case management and data collection	M/CS LCM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
3. Enrollment					
3.1. Enroll (or carry over when applicable) eligible participants.	CSMH, CSMEA, CM, CSM LCM	50	100 (50)	150 (50)	200 (50)

3.2. Complete intake assessment and determine resources available for eligible participant.	CM, CSM, CSMH, CSMEA, LCM	50	100 (50)	150 (50)	200 (50)
3.3. Advise participants of available resources and programs.	CM, LCM	50	100 (50)	150 (50)	200 (50)
3.4. Provide a general orientation to eligible participant concerning expectations and possible results.	CM, CSM CSMH, CSMEA, LCM	50	100 (50)	150 (50)	200 (50)
3.5. Enter into written agreement between Case Manager and participant.	CM, CSM, CSMH, CSMEA, LCM	50	100 (50)	150 (50)	200 (50)
4. *__Case Management__*					
4.1. Staff will coordinate various services for 200 clients	LCM, CSMH, CSMEA, CM	50	100 (50)	150 (50)	200 (50)
4.2. Complete needs assessment to determine strengths and weaknesses of participant	CM, CSM, CSMH, CSMEA LCM	50	100 (50)	150 (50)	200 (50)
4.3. Develop a mutually agreed upon plan of action with the participant to be carried out while in the self-sufficiency program.	CM, CSM, CSMH, CSMEA, LCM	50	100 (50)	150 (50)	200 (50)
4.4. Staff will record individuals/families demographic characteristics for participants who have applied for/received services	LCM, CSMH, CSMEA, CM	50	100 (50)	150 (50)	200 (50)
4.5. Staff will verify that approved vendor payments for clients have been submitted/paid to clients' accounts	LCM, CSMH, CSMEA, CM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.6 Complete family data and certify eligibility for program	LCM, CSMH, CSMEA, CM	50	100 (50)	150 (50)	200 (50)
4.7 Coordinate services with local human service agencies to provide needed assistance.	CM, CSM, CSMH, CSMEA LCM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.8 Assess housing needs of participants.	LCM, CSMH, CSMEA, CM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.9 Provide counseling and referral assistance to skill-training education programs.	M/CS CM, CSM, CSMH, CSMEA, LCM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.10 Counsel participants to develop strategies and refer to appropriate resource program.	LCM, CSMH, CSMEA, CM	50	100 (50)	150 (50)	200 (50)

4.11 Establish and maintain file system for participants	LCM, CSMH, CSMEA, CM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.12 Provide participants referrals to Community Colleges for Human Resources Development classes on regular basis	M/CS CM, CSM CSMH, CSMEA, LCM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.13 Provide referrals to community colleges for skills training, development of individual employment plans and career path plans	M/CS CM, CSM, CSMH, CSMEA, LCM, CM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.14 Assist/advocate for participants applying for needed services.	LCM, CSMH, CSMEA, CM	50	100 (50)	150 (50)	200 (50)
4.15 Assist 200 clients with information and referral services.	LCM, CSMH, CSMEA, CM	50	100 (50)	150 (50)	200 (50)
4.16 Assist 50 clients with in-depth case management services (this will be longer term services compared to 200 participants in 4.15)	LCM, CSMH, CSMEA, CM	15	30 (15)	45 (15)	50 (5)
4.17 Coordinate regular involvement in the NC Works Career Center to insure CSBG eligible customers receive the full array of services.	M/CS CM, CSM, CSMH, CSMEA, LCM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.18 Assist participants with applying for standard housing	LCM, CSMH, CSMEA, CM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.19 Assist participants with completing applications for loans/grants for rehab or new construction.	LCM, CSMH, CSMEA, CM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.20 Monitor participants' applications to assure services are not duplicated.	LCM, CSMH, CSMEA, CM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.21 Provide/coordinate financial assistance consistent with participant's action plan to help remove barriers such as: transportation, housing, food, health, and any other needs to help them reach their goals.	M/CS CM, CSM LCM, CSMH, CSMEA	50	100 (50)	150 (50)	200 (50)
4.22 Through counseling and training, thirty (50) families will gain fulltime employment or upgrade their current employment status.	M/CS CM, CSM, CSMH, CSMEA, LCM	15	30 (15)	45 (15)	50 (5)
4.23 Provide direct client support to 50 families as needed to include payments for transportation, childcare, housing, utilities, skills training, tuition, uniforms, medical and food assistance, etc.	M/CS, CM, LCM, CSMH, CSMEA	15	30 (15)	45 (15)	50 (5)

4.24 Coordinate placement for 6 families in substandard housing.	LCM, CSMH, CSMEA, CM	(2)	4 (2)	5 (1)	6 (1)

4.25 Counsel families on energy conservation methods and programs.	LCM, CSMH, CSMEA, CM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
4.26 Refer participants to needed services: Weatherization, Emergency Assistance, Employment Assistance, Child Care, Urgent Repair, Single Family Rehab., etc.	LCM, CSMH, CSMEA, CM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
5. ***Follow-up***					
5.1 Staff will follow up with 200 clients to assure needs have been met.	LCM, CSMH, CSMEA, CM	50	100 (50)	150 (50)	200 (50)
5.2 Staff will generate reports to track participants' characteristics and funding received.	LCM, CSMH, CSMEA, CM, M/CS	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/22	07/22-06/23 06/22
5.3 Staff meetings will be held in order to discuss various needs as well as assure all pledges have been paid in full.	ED, LCM, CSMH, CSMEA, CM	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
5.4 Evaluate Program	BD, ED, M/CS, CMS	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23
5.5 Submit required reports	ED, FD LCM, M/CS	07/22-06/23 09/22	07/22-06/23 12/22	07/22-06/23 03/23	07/22-06/23 06/23

KEY:
BD-Board of Directors
ED-Executive Director
FD – Finance Director
M/CS- Manager of Community Services
CSMEA-Community Services Center Manager-Emergency Assistance
CSMH - Community Services Center Manager - Housing
LCM-Lead Case Manager
CM-Case Managers

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.

Table 1 Outcome Measures for Project 1 (enter project name)	
Measure	**Expected to Achieve the Outcome in Reporting Period (Target)**
The number of participant families served.	**200**
The number of low-income participant families rising above the poverty level.	**30**
The number of participant families obtaining employment.	**40**
The number of participant families who are employed and obtain better employment.	**7**
The number of jobs with medical benefits obtained.	**8**
The number of participant families completing education/training programs.	**7**
The number of participant families securing standard housing.	**8**
The number of participant families provided emergency assistance.	**150**
The number of participant families provided employment supports.	**50**
The number of participant families provided educational supports.	**4**
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.

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CSBG Expenditure by Service Category					
A.2. CSBG Expenditures Domains	**Target CSBG Funds**	**Actual Q1**	**Actual Q2**	**Actual Q3**	**Final**
A.2a. Employment					
A.2b. Education and Cognitive Development					
A.2c. Income, Infrastructure, and Asset Building					
A.2d. Housing					
A.2e. Health and Social/Behavioral Development *(includes nutrition)*					
A.2f. Civic Engagement and Community Involvement					
A.2g. Services Supporting Multiple Domains	476,398	119,099.50	119,099.50	119,099.50	119,099.50
A.2h. Linkages *(e.g. partnerships that support multiple domains)*					
A.2i. Agency Capacity Building					
A.2j. Other *(e.g. emergency management/disaster relief)*					
A.2k. Total CSBG Expenditures (auto calculated)	**476,398**	119,099.50	119,099.50	119,099.50	119,099.50

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 <u>total</u> *number of persons served* in the table.

Number of Families to be Served Per County											
Agency Name: : Choanoke Area Development Association of NC, Inc.											
Project Name: Self-Sufficiency Program											
County	Bertie	Halifax	Hertford	Martin	Northampton						Total
Total Planned	30	78	32	32	28						200

Community Services Block Grant Program
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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, as the governing body of the agency, is responsible for the establishment of policies, the direction of activities, and the development of programs and is assisted by the staff in planning, assessing, tracking and evaluating program progress, and recommending changes.

    b. Low-Income Community:

    Low-income representatives are directly involved through participation on the Board of Directors and on other CADA Advisory Boards and committees that plan, track, and evaluate all CADA programs. Program reports are presented at county council and community organization meetings for review and recommendations. Monthly, the supervisory personnel of each program use the monthly reports generated by the CADA CSBG staff in the Community Service Centers to monitor and evaluate progress. The staff presents program reports to the Board of Directors for review.

    c. Program Participants:

    Low-income representatives are directly involved in the planning, tracking, and evaluation of all programs. Program participants are encouraged to evaluate and recommend program changes through individual contacts with staff and group/community organization meetings and though needs assessment surveys and tracking of customer satisfaction.

    d. Others:

    The Board of Directors has representation of faith-based, business, industry, and community members who would be included in this category. The membership of Advisory Boards/ committees includes other agencies and community organizations. CADA staff serves on consortium boards and collaborates with the community to maximize service without duplication.

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

a) CADA staff ask clients who seek or who have received assistance from our programs about the quality of the services that CADA provides. CADA compiles the data from the surveys, evaluates the data and determines what works and what needs improvement. By analyzing the data CADA is able to determine if services are customer friendly, effective, respectful of others, and do they produce the intended results.

b) The Manager of Community Services manages the collection of the surveys, compiles survey data each month and provides a report to the Board or designated Board Committee and CADA management staff.

c) Each quarter the results are evaluated by CADA management staff to determine if changes are needed agency-wide or if any department is having difficulty providing good customer service. A report is compiled for the Board by Mrs. Taylor.

d) The results of the surveys are used by the Board and management team to improve customer service and for planning.

e) The tool, process and results/reports are part of CADA's annual compliance with the Organizational Standards.

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

All CADA employees and members of its governing body are given a copy of the agency's Personnel Policies and Procedures. The Administrative staff and Board monitor these policies. The Personnel and Grievance Committee of the Board of Directors reviews the policies annually and recommends amendments if needed to the Board for approval at a quorum meeting.

CADA has on file a copy of the Affirmative Action Plan approved by CADA's Board of Directors. CADA's Equal Opportunity Officer assures that this plan is adhered to.

Both the Board and the funding sources through monthly and quarterly reports monitor fiscal policies. A local CPA firm conducts an annual audit and copies of the report are transmitted to CADA's governing board and all funding sources.

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

At the monthly Board of Directors' meeting, program reports and recommendations are presented for advice, discussion, revision, and planning as a means of solving problems and improving implementation of service. Programmatic staff is available at Board meetings to answer questions and to provide additional information the Board may need to consider. Through the board process, members make recommendations for Board actions and these are approved, disapproved or tabled for

future action. Approval requires a majority of the members. Approval of the CSBG work plan is governed by this process.

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

    Each year during the planning process, the agency conducts a self-assessment. This self-assessment is the basis for program planning and assures the responsiveness of the agency to community needs. Upon completion of a project – end of program year – an in-depth assessment of the project's goals, impact and cost effectiveness is conducted by staff, the Board and the low income. The Board is provided information for assessment through Committee/Staff/ Executive Director reports. This information is used by the Board to determine revisions/additions to the agency's work plan and strategic planning. Agency self-evaluation is an ongoing process. Proposals for funding are presented to the Board for approval each month.

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.

    Self-Assessments are conducted at the end of each fiscal year. The Board of Directors receives reports from the Executive Director and the managers of the self-sufficiency, housing and employment departments that outline expected and actual results.   These reports are delivered each quarter and as needed. Evaluations are ongoing throughout the year and the process provides a foundation for program planning and a vehicle for modification when needed. Board members review the items presented, discuss any perceived problems and explore potential program revisions to insure the agency's continued responsiveness to community needs.