

Coastal Community Action, Inc.

To respectfully and responsibly help people help themselves.



Designed By:
Dora J. Sprague
Director of Human Resources

Photo to the Right :
President Lyndon B. Johnson signs
the Poverty Bill while press and
supporters of the bill look on.
8/1964



In 1964 the Economic Opportunity Act passed with a singular mandate - *"to mobilize the human and economic resources of the Nation to combat poverty in the United States."* Community Action Agency goals were defined as *"enabling low-income persons to achieve self-sufficiency; that poor people should be provided with opportunities where their efforts would facilitate moving into the mainstream of American life."* For the first time legislation not only defined the need for economic resources; it mandated participatory training to ensure involvement by low-income people in voicing their vision of the future. By the end of 1966, Community Action Agencies were forming nationwide, in both urban and rural areas, answering the call to the unconditional war on poverty.

The Office of Economic Opportunity was established in 1964 to implement the War on Poverty - its first Director was Sargent Shriver. In 1965 Shriver spearheaded the creation and implementation of Head Start. In its first year, it served 850,000 families in an 8 week summer program. The Civil Rights Act of 1968 established a provision for Section 8 Housing Vouchers. That year CAA's were awarded funds through the Dept. of Housing and Urban Development, starting a continued history of CAA funding from multiple Federal agencies. In 1976 the Dept. of Energy established the Weatherization Assistance Program and CAA's began to implement energy efficiency measures that are today as essential to the health and safety of our residents as it was at its inception. In 1981 Congress established the Community Service Block Grant (CSBG) to fund CAA's nationwide. Although today these funds only represent approximately 10% of CAA budgets, the program serves to provide national unified reporting and measurement. The Government Accounting Office monitors CSBG funds; and in 2000 they reported that CAA's were effective community agents reducing duplications and effectively reaching the intended targets of the Economic Opportunity Act. In 2002 the Office of Community Services reported that CAA's were delivering comprehensive programs and services to approximately one fourth of all people living in poverty in the United States.

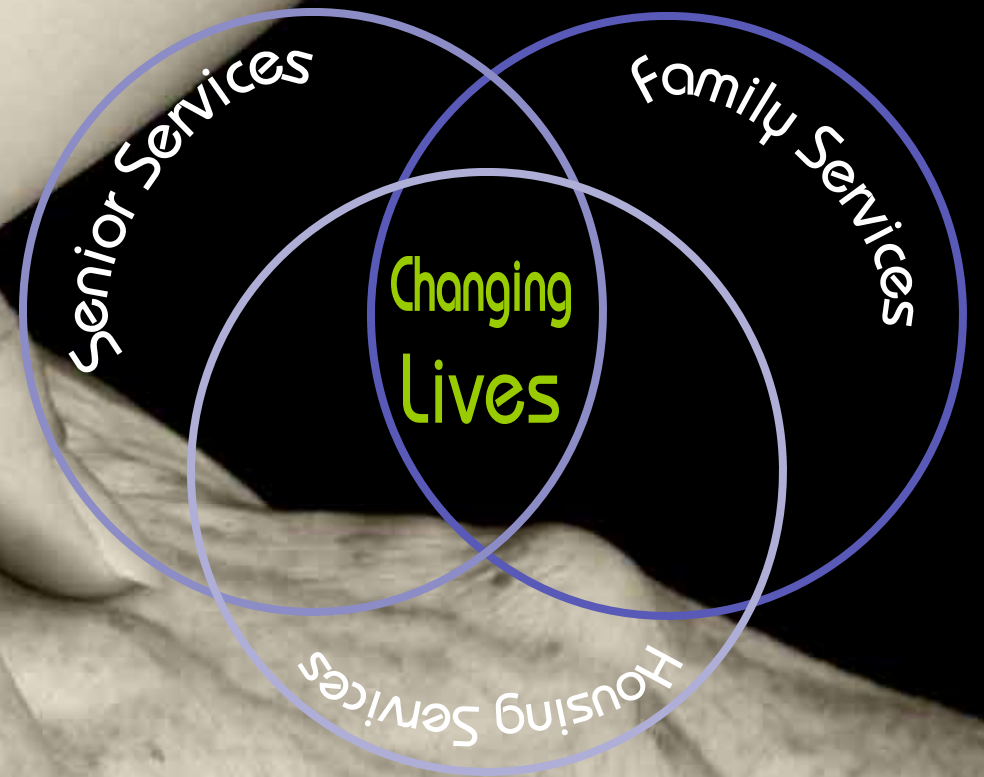
Coastal Community Action celebrated its 45th Anniversary in March 2010.

- Aug 1965 ~ Head Start Services in Carteret County
- July 1967 ~ Family Planning Program
- June 1979 ~ HUD Section 8 services in Carteret County
- 1981 ~ Community Services Block Grant Program
- Aug 1983 ~ Expanded Head Start services to Craven, Jones and Pamlico Counties
- Sept 1985 ~ Foster Grandparents Program
- Jan 1988 ~ Retired Senior Volunteers Program
- June 1988 ~ Weatherization Services Program
- 1992 ~ Senior Companion Program
- March 1998 ~ Carteret Community Action became Coastal Community Action
- Aug 1999 ~ Early Head Start Services
- April 2002 ~ Single Family Rehabilitation Program
- 2004 ~ Urgent Repair Program

2010 ~ The agency is a pivotal community partner in providing support services to more than 3,000 low income, disabled, and/or elderly residents in 8 counties in Eastern North Carolina annually. Today Coastal Community Action works in partnership with over 120 community based organizations and institutions; leveraging resources, coordinating referrals, and actively participating in our community dialogue to reach all our low-income residents.

leveraging our power

To be a leading force in improving the lives of those we serve.



Professionalism

allows employees to expand their job knowledge and expertise, and where employees assume personal responsibility for maintaining those necessary skills • fostering an environment where employees are thoroughly knowledgeable about their programs and their clients • providing the support that encourages employees to seek opportunities for continuous improvement in all of their undertakings and work processes • promoting innovation, creativity and strategic thinking • encouraging employees to improve themselves and to willingly share their knowledge with others

Empathy, Compassion and Respect

• identifying with and understanding the thoughts and feelings of others • actively demonstrating sympathetic concern for the suffering of others • showing an inclination to give aid and support to our clients and fellow employees • fostering an environment where respect and compassion are demonstrated in everything we do through reflective listening, effective communication, and responding with sensitivity to the dignity of others

Integrity

• working together within our organization and with others to provide comprehensive, quality services to our clients • displaying a good work ethic • adhering strictly to the highest standard of values and conduct in providing our services • demonstrating the highest principles of honesty and fairness to our clients and fellow employees

Accountability

• creating an organizational environment where employees readily seek and accept responsibility for their individual actions, and for their stewardship of financial resources and programs • recognizing and valuing the trust of the general public and those we serve

Inclusiveness

• working together in a dedicated effort to serve those in need • involving those we serve and all other stakeholders in our work • collaborating through teamwork with our fellow employees and other agencies • recognizing and valuing the cultural diversity of all peoples and being receptive to new and different ideas

Core Values

Letter from the Executive Director

It is with great pleasure that we present to you our State of the Agency Report for 2010. As you review this report we hope you will share our pride in the services provided to those who are experiencing economic hardships. The need for our services continues to grow at an alarming rate. The economic forecast for 2011 presents an even greater challenge for our communities. This keeps us focused on the mission of this Agency as we continue to explore new and better options to meet these needs.

President Lyndon B. Johnson in the first few months in office after the assassination of President Kennedy said *"Because it is right, because it is wise, and because, for the first time in our history, it is possible to conquer poverty, I submit, for the consideration of the Congress and the country, the Economic Opportunity Act of 1964... through a new Community Action program we intend to strike at poverty at its source—in the streets of our cities and on the farms of our countryside, among the very young and the impoverished old."*

Coastal Community Action Agency has been that program in our community since 1965. Over the past 45 years, many new program initiatives and new services were developed within the agency. Community action's success includes its ability to adapt to new challenges that face the agency and the individuals we serve. Over the years, we've expanded programs, ended programs, and created new initiatives to remain relevant and effective in our mission to *respectfully and responsibly help people help themselves* in Carteret, Craven, Duplin, Jones, Lenoir, Onslow, Pamlico and Pender counties.

In the decades since Johnson initiated the Economic Opportunity Act of 1964, agencies like Coastal Community Action Inc. have dedicated themselves to the Community Action Promise—to "helping people help themselves and each other". CCA remains dedicated to addressing the causes of poverty in ways that have the best possible chance of resulting in what President Johnson called an "escape from poverty," rather than a temporary relief of the effects of being poor.

In this tough economy, more and more families are experiencing the effects of poverty and are turning to CCA for the first time for assistance. New partnerships and strengthened old ones give CCA the resources to serve these families and allow them to keep their self-respect.

As a result, the Board of Directors, along with dedicated staff, volunteers and community partners, are motivated to ensure that Coastal Community Action will continue to reach out to the communities which we serve, and provide relief for the residents.

As you review this annual report, I hope that you will remember the efforts of all involved in allowing CCA to continue to be the change agent that was its designation under the Economic Opportunity Act of 1964.

Respectfully,

Angela M Bates
Executive Director



A Letter from the Chair of the Board

On Aug. 11, 1928, soon-to-be-President Herbert Clark Hoover said, "We in America today are nearer to the final triumph over poverty than ever before in the history of any land. The poorhouse is vanishing from among us. We have not yet reached the goal, but given a chance to go forward with the policies of the last eight years, and [sic] we shall soon with the help of God be in sight of the day when poverty will be banished from this Nation. There is no guarantee against poverty equal to a job for every man. That is the primary purpose of the economic policies we advocate."

More than 80 years later, the national poverty level for the United States is 14.3% and the unemployment rate is hovering around 10%. The average unemployment rate for the area served by Coastal Community Action, Inc. is also around 10%, as of this writing. Across the country, home foreclosures topped one million in 2010, for the first time.

The most recent statistics show that approximately 17% of North Carolina's residents live in poverty. In CCA's service area, the county poverty levels range from 13% on the low end to more than 18% on the high end. When you consider only those under the age of 18, the state average of those living in poverty is a staggering 24.5%. Of those, nearly 9% live in deep poverty.

I would dare say that the "poorhouse" has not vanished, and not every man and woman (able to work) in this great nation has a job. Nearly 15% of all households in the nation, and 14% of all households in North Carolina, have experienced food insecurity.

I am proud that CCA remains a dedicated leader in the success of low-income clients. Our mission to "respectfully and responsibly help people help themselves" is realized through such successes as high school diplomas, college degrees, full-time employment, safe housing - and even home ownership.

Our board of directors and staff at CCA are proud advocates for the disadvantaged, and we work fervently to help our clients achieve their full potential with dignity and honor. While some living in poverty stand on the brink of self-sufficiency, they often need the proper encouragement and the right tools to succeed.

After more than 45 years, CCA continues to be the humble catalyst for success through such programs as Children Services, Family Services, Housing Services and Senior Services. Each of these program areas offers a unique way for families to cope with, and overcome, poverty.

I am honored to have a small role in the history of Coastal Community Action, Inc., and the distinct pleasure of working with our board, staff, and clients. I submit my sincerest gratitude to each of you.

I hope that our State of the Agency report will offer deeper insight into CCA and our opportunities for you to help us overcome poverty. After all, poverty needs neither food nor water to grow; it only needs for us to do nothing.

Best regards,

Wade Nelms
Chairman of the Board



Strategic Plan

people, changing lives" remains the *help people help themselves*" in the same - *to be a leading force in* helping individuals and families

focus of this community action agency in conducting its noble mission to *respectfully and responsibly* Carteret, Craven, Duplin, Jones, Lenoir, Onslow, Pamlico and Pender counties. Our Vision remained *improving the lives of those we serve* - because CCA continues to be a cornerstone in our communities in achieving self-sufficiency.

In order to track success and provide a "blueprint" for the board of directors and staff of Coastal Community Action, Inc. (CCA) in meeting planned goals and objectives during a twelve month period, the initial CCA strategic plan covered the period October 1, 2006, through September 30, 2009 - a process that is currently being reviewed and updated. *"Helping*

VALUE: Community Action changes people's lives, embodies the spirit, the hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

GOAL AREAS: The Agency's Strategic Plan includes five goals and objectives that encompass the agency's future and how to get there in both the short and long-term. This report will briefly address these five goals - the growth we've made, and where we need to continue working.



GOAL

Provide all eligible clients in our service area with needed services

CCA continues to identify disparities and social inequity issues to alleviate gaps in services and unmet needs of the low income population across the eight counties served. As an agency, CCA is moving toward a comprehensive services agency rather than an agency operating specific programs. All the programs at CCA are offered to address the economic, emotional, and social needs of individuals and families in the communities we serve.

An annual community needs assessment is conducted to identify the assets of a community and to determine potential concerns that it faces. Residents, human service agencies and partner agencies' opinions are sought about the development of services within the community, their satisfaction with services and what particular services are needed. The information gathered is then used to build an agenda aimed at community change that can build the capacity of CCA and provide needed client services.

Agency staff takes every opportunity to partner with faith-based and community-based organizations. Our partners value our understanding of poverty and work with us to share resources and help our clients achieve their goals. They join with us to educate the community and give a voice to our clients. Our communities grow more prosperous as those we serve become self-sufficient. There is widespread appreciation for the successes of our clients, the benefits of our programs, and the broader impact our work is having on the social and economic well-being of the greater community. Partnerships are needed to produce most results. It takes a joint commitment to success, new concepts and new words are needed to lead to new thinking; and people are the single most important piece of the whole equation. People, not plans or money, get things done.

CCA has formed strong relationships with federal and state legislators, funders and community stakeholders. Participation in NCCAA Legislative Day is an annual event at CCA. The NCCAA President and Executive Director of CCA along with CCA staff visit the State Legislative Halls in Raleigh each May. Information is shared with the legislators about what our organization does, how it benefits the community and how CCA is a vital resource in the communities it serves. CCA staff also maintains contact with Federal legislators about the mission, programs, people and accomplishments of CCA. Annually, the Executive Director visits Capitol Hill to participate in a Legislative Conference. Visits to key legislators are also conducted during this visit to Washington, DC.



Develop and maintain an informed and effective Board of Directors

CCA maintains a committed and active Board of Directors. The board exhibits a well-balanced combination in diversity of skills, perspective and experience. CCA has a full 15 member tripartite board as required by the Community Services Block Grant Reauthorization Act of 1998. The board composition consists of a minimum of one-third board membership be representatives of low-income individuals and families who reside in the geographic area being served by the agency, one-third must be elected officials, holding office at their time of selection, or their representative, and the remaining board members are chosen from business, industry, labor, religious, law enforcement, education or other major groups and interests in the community served. Per the requirements of the *Improving Head Start for School Readiness Act of 2007*, the board took appropriate steps to ensure that we have someone with a legal background, someone with a strong financial background, and someone with early childhood experience and education as members.

The Nominations Committee of the Board is developing a formal written plan for the recruitment of board members, a succession process for officers and directors as well as a more formal Board Member Manual. The agency plans to hold a Board Orientation / Retreat annually at its March board meeting.

Board members now provide a professional resume and written statement of interest to the CCA Board prior to being selected as an official member.

All board members complete a *Board Member Profile* annually as a requirement of the Community Services Block Grant application. The profile allows the board chair to identify the strengths and board goals of each member.

Board members are urged to participate in committees that interest them and utilize their specific skills and expertise, resulting in more active committees. Board members are also encouraged to participate in community action program trainings and conferences to enhance their knowledge about agency programs, public policy issues, new project opportunities and to be well-informed. Board members have attended the annual NC Community Action Conference, SEACAA Conference, CAPLAW, NC OEO and State Energy Office Contractor's Training as well as agency hosted trainings.



Establish a system which makes CCA the employer of choice

Human resources policies and practices are utilized to attract, develop, and retain an efficiently organized, well-qualified, motivated, diverse, and competitively compensated staff. CCA is known as an "*employer of choice*". A comprehensive wage comparability study was completed in 2009 and implemented in September 2010. The study included analyzing workforce trends and projections, determining skills gaps and needs. It will also help to understand where the recruitment or staff retention focus should lie and what other actions are needed to create a supportive work environment. Effective job descriptions were updated in November 2009, reflecting accurate job duties, skill sets and relevant experience important to completing tasks. An annual training program is being developed by HR to ensure that all employees receive the training and ongoing development they need to be successful in their positions. A performance management system is in place, whereby all staff are evaluated annually in respect to their job descriptions or work plan.

CCA management attributes the following to the high level of employee engagement: 1) communication and feedback between managers and employees, 2) goal alignment, 3) recognizing employee contributions, 4) giving employees opportunities for development, 5) providing employees opportunities for career progression through an educational assistance program, 6) fairly rewarding performance, and 7) competitive compensation and benefits.

CCA has not developed a formal Management Development plan, though this remains an agency objective. The Management Development Plan will offer training goals, learning objectives and activities, and address performance, growth and opportunity gaps in the workforce at CCA.



Increase Agency sustainability and discretionary funding

The sustainability of community based organizations is being threatened in light of the current economic downturn. Nonprofit agencies are experiencing a decrease in funding and an increase in demand for services. Coastal Community Action's Board of Directors recognizes the need to establish sustainability objectives to increase the agency's unrestricted cash reserve as a necessity for the long-term survival of the Agency. This paradigm shift to agency sustainability means balancing the ability to move on a dime while keeping an eye on the agency mission. It means responding quickly when it's advantageous or necessary and in the long-term best interest of the agency. The agency currently operates three fee for service models (highlighted below) and continues to research other opportunities for which to increase sustainability.

A. Childcare Services

Childcare Services is an option which CCA has provided for many years. Currently, approximately 539,400 children in North Carolina are ages 5 and under making childcare service a significant business opportunity. A CCS Task Force was developed in 2010 and charged with growing the profitability of the Childcare Services offered in Carteret, Craven, and Pamlico counties. Program operations were better defined toward that of a for profit childcare service. Financial projections, prudent spending, more efficient staffing in classrooms, and increased marketing of the services were the initial items being streamlined. This project earned \$171 thousand (a 22% increase from 2009) in 2010.

B. Weatherization for Profit/CCA Home Energy Services

Home energy auditing and weatherizing is another area of expertise for CCA. Home Energy Services (HES), a Coastal Community Agency (CCA) 'For Profit' enterprise, conducts energy audits with state-of-the art equipment. Licensed energy auditors perform fee-for-service audits regardless of household income. With the use of an infrared camera areas of heat loss are detected and we then pinpoint weatherization improvements that save homeowners money on heating and cooling costs. These services are available at extremely reasonable rates to clients who are not eligible to receive Weatherization Assistance Program services, but who can afford to pay for the services. Recently, the market became saturated with home energy type services; however, few of those businesses can offer state of the art technology and Certified Weatherization Specialists performing the work. CCA is exploring additional home energy programs to complement the Weatherization work such as "green initiatives".

C. Affordable Housing

In 2008, 2009 and 2010 CCA purchased four rental properties. Two properties are in the Trent Creek subdivision in New Bern, the third is a stand-alone property in the town of Smyrna, just off Highway 70 and the most recent purchase is a stand-alone home, just off Highway 70, in Berkshire Subdivision in New Bern.



Improve staff effectiveness through a clearly-defined organizational structure and strong administrative support

CCA operates within an organizational structure which is straightforward and clearly-defined. Children's services are operated at seven child development centers in three different counties making supervision and oversight challenging, but we are confident that the current organizational structure allows us to overcome inconsistency in both expectations and outcomes. The project team is organized so that the work can be accomplished efficiently and correctly. The agency has adopted job descriptions which clearly define project responsibilities. Authority and accountability is commensurate with responsibilities of each position. The organizational structure is assessed and modified as necessary to meet the changing needs of the programs.

A Management Succession Plan outlining procedures to follow if the executive director is no longer in that position, either short or long-term was developed. A succession plan was created to broaden leadership capabilities among staff, rather than overloading the executive director. Likewise, if board members are engaged in planning for staff leadership succession, they are better prepared to eventually manage an executive director transition—one of their most crucial governance responsibilities.

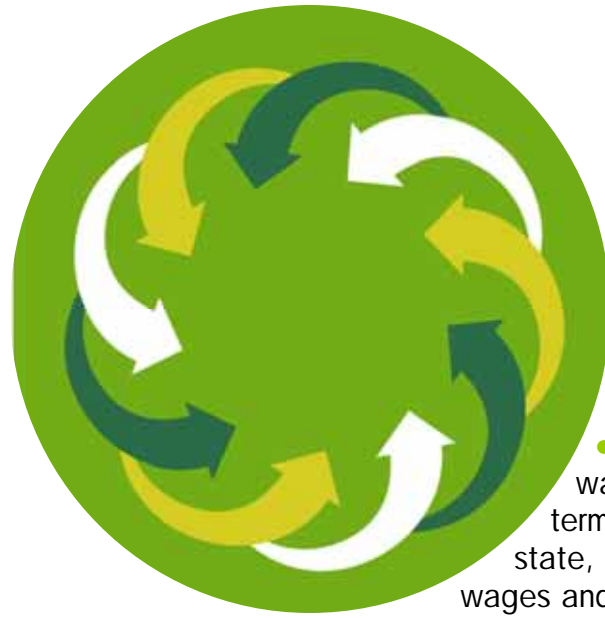
Administrative support for the Agency programs continues to improve under the direction of a new Executive Director. Monthly Program Directors meetings are held consistently. This arena provides for a better team dynamic as well as a support system for the management of CCA.

Program Directors provide an annual work plan to the Executive Director. The work plan includes a schedule of goals and a timeline that details the action to be taken by the director in order to accomplish the objectives and strategies laid out in their respective funding guidelines. These work plans also become the basis for annual performance evaluations.

The CFO has developed user friendly financial statements which are shared with Policy Council and Board of Directors. Monthly meetings with the CFO and program directors provide them with an appropriate level of detail regarding their respective program budgets.

The consistent monthly meetings between central administration and the respective program directors has led to improved communications and an evolving "open door" policy.

The executive director has recruited the program directors to provide training periodically at the monthly Program Directors meetings. These training sessions provide CCA management with information relevant to the operation of CCA or other programs within the agency. The training lasts 30 to 45 minutes and includes topics such as procurement, CSBG/IS, personality traits, etc.



Human Resources

Supporting a workforce as complex and diverse as Coastal Community Action, Inc. (CCA) is a momentous task, but one that we continue to accomplish with creativity, accountability, and excellence. The CCA workforce consists of over 200 employees who fill human service, educational, technical, trade, administrative, and managerial roles. Our employees come from a variety of backgrounds and repre-

sent the rich diversity of our service area. Such a workforce is supported by an environment that continues to strive to encourage innovative and strategic thinking at all levels. The HR Director has completed several projects this past year which have aided in the success of our Strategic Goal # 4 – *To make CCA the employer of choice*. Listed below are some of those key projects.

- Triennial Wage Comparability Study: A comprehensive study was completed which provided CCA information about how it's wages compare to others in the broader community, and allowed CCA to establish a high-quality Wage and Salary Schedule. In determining comparability of wages, the HR Director worked with a national consulting firm, who obtained data across the region, the state, and the nation in an effort to accurately establish comparability. This study provides CCA a tool for objectively evaluating the wages and salaries of the personnel, and ensuring that industry standards are being met. The HR Director utilized data from over ten wage comparability studies to ensure accuracy and validity of the outcomes.
- Reviewed and Assessed all CCA Job Descriptions: Each of CCA's job descriptions were updated to ensure that they accurately reflect assigned roles and responsibilities. An independent internal equity analysis for each position was conducted. A Point Factor analysis method was utilized consisting of three major domains (Skill, Responsibility and Effort), and nine sub domains. This allowed for determining the relative value of each position within CCA. The Point factor analysis used compensable factors of the Equal Pay Act, skill, effort, resistibility, and work conductions to evaluate each of CCA's jobs, not the person in the job.
- Assisted the Board of Directors Transition Team in the recruitment of a new Executive Director.
- Facilitated the successful recruitment of a Chief Financial Officer.
- Developed and implemented an Agency Standards of Conduct
- Developed an Interview and New Hire Document System and Manual which consisted of an electronic and hard copy system that contains all resources needed for the on-boarding process.
- Developed an Electronic Personnel File Inventory Database which contains an inventory of all items in each personnel file.
- Developed and implemented the second annual web-based Employee Survey which provides a comprehensive overview regarding employee job satisfaction and their outlook on agencies systems and management. This data is used annually to assist in strategic planning, in addition to providing a longitudinal comparison of the Agency's progress.
- Participated in four external Wage Comparability Studies.
- The recruitment process has been enhanced by the implementation of a formal New Hire Orientation, on boarding training manuals and prescribed interview tools for each position/program.
- An internal audit was completed of all employee personnel files to ensure that they meet federal, state, and program standards.

HR assists applicants and employees with all phases of the employment process: overseeing recruitment, interviewing, selection/hiring, and performance management. During the past year HR has had a 20% increase in workforce, processed apx 2,000 employment applications, conducted apx 250 interviews, and filled 46 positions.

As a community action agency in a rural area CCA continually struggles with finding qualified staff within the limitations of funding. An important component of CCA's ability to establish and maintain high quality programs and services is the retention of a skilled and motivated workforce. The steps taken, which are listed above, were key in ensuring the HR Director is actively committed to this goal. Furthermore these efforts have been made in order to build, manage, and maintain a workforce that is committed to CCA's mission. *To respectfully and responsibly help people help themselves.*



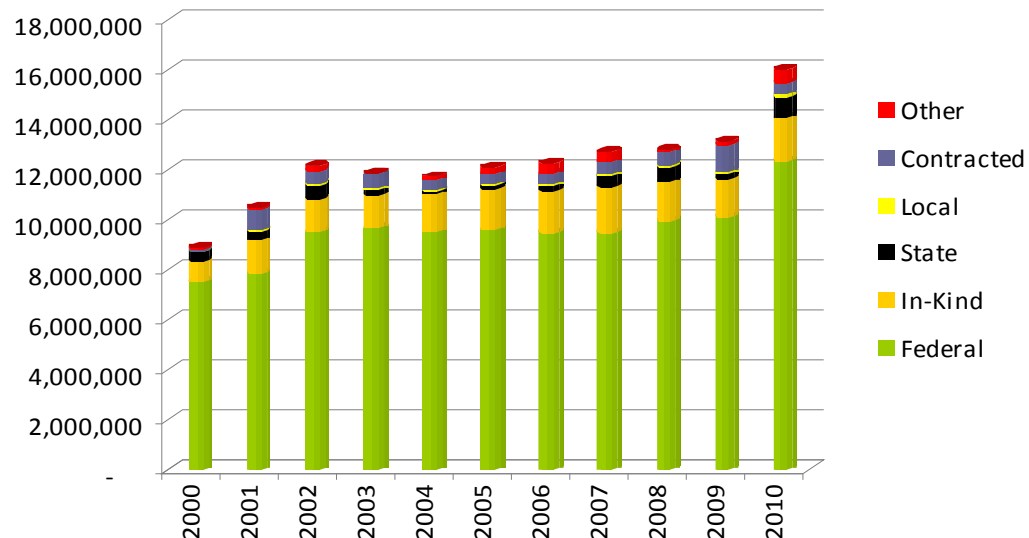
FINANCE

The Coastal Community Action, Inc. finance team is dedicated to providing exceptional financial oversight and accountability within each of the programs we operate. We have had positive results from each of the monitoring vis-

its throughout the year as well as received the best audit results available, an unqualified opinion with no material weaknesses or significant deficiencies, from our independent auditors, Petway, Mills, and Pearson, PA. Please refer to the Balance Sheet and Statement of Revenue and Expenditures.

The depth and breadth of the finance team as it relates to education and experience continues to expand. We are dedicated to continuing staff development in an effort to compliment the Agency with respect to current programs and continued efforts to build unrestricted reserves to support possible volatility in our funding streams.

Revenue Growth



Comparative Balance Sheet History
September 30, 2005 - September 30, 2010

	9/30/2005	9/30/2006	9/30/2007	9/30/2008	9/30/2009	9/30/2010
Assets						
Cash	298,643	426,677	957,789	1,036,233	698,011	1,067,140
Accounts Receivable	309,657	582,668	244,428	530,919	746,900	567,495
Prepaid Expenses	19,716	20,367	32,656	33,733	56,863	59,171
Notes Receivable						
Other Assets	4,432	4,432	4,432	4,432	4,432	3,732
Net Property & Equipment	4,217,485	3,985,085	3,937,417	3,776,391	3,890,017	3,967,254
Total Assets	4,849,933	5,019,229	5,176,722	5,381,708	5,396,223	5,664,792
Liabilities						
Accounts Payable	131,596	190,055	148,614	115,506	241,389	277,379
Accrued Expenses Payable	307,076	243,254	239,453	309,686	351,865	387,796
Deferred Revenue	160,718	261,168	293,365	96,510	120,877	195,756
Capital Leases Obligations	39,611	25,047	8,761	3,139		26,667
Notes Payable						
Mortgage Payable	3,360,983	3,296,810	3,224,101	3,153,311	3,079,000	3,001,029
Total Liabilities	3,999,984	4,016,334	3,914,294	3,678,152	3,793,131	3,888,627
Unrestricted Net Assets	849,949	1,002,895	1,262,428	1,703,556	1,603,092	1,776,165
Total Liabilities & Net Assets	4,849,933	5,019,229	5,176,722	5,381,708	5,396,223	5,664,792

Statement of Activities Comparison
Fiscal Year 2005 - 2010

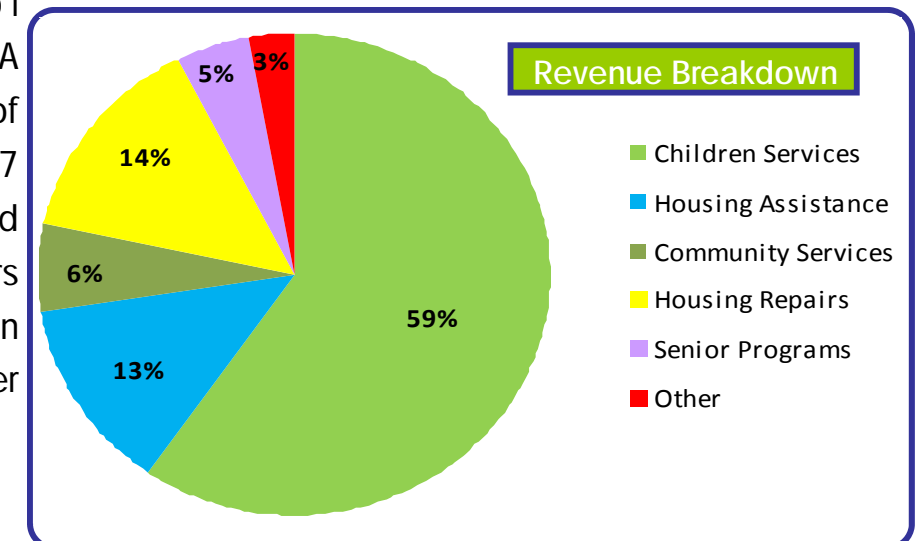
	2005	2006	2007	2008	2009	2010
Revenue						
Federal Funds	9,579,987	9,474,065	9,473,193	9,934,781	10,081,519	12,349,485
In-Kind	1,623,929	1,670,730	1,829,177	1,550,370	1,546,280	1,711,991
State Funds	155,087	192,279	447,180	606,683	171,366	823,937
Local Funds	62,724	63,232	63,217	98,962	114,409	109,586
Contracted Services	396,298	415,021	477,790	523,002	1,059,272	450,320
Other	289,941	438,799	420,472	54,249	169,496	560,140
Total Revenue	12,107,966	12,254,126	12,711,029	12,768,047	13,142,342	16,005,459
Expenses						
Child Services	7,610,563	7,477,833	7,424,786	7,437,156	8,064,457	8,462,531
Housing Assistance	1,744,847	1,770,442	1,822,541	1,888,012	1,962,204	1,989,449
Housing Repairs	522,951	699,462	1,043,859	904,548	1,024,856	2,096,109
Community Services	304,957	354,941	306,723	312,896	317,939	878,609
Senior Programs	723,408	648,753	759,663	689,810	679,496	743,262
Other Programs	332,505	434,012	406,669	399,980	428,383	770,571
Management & General	724,795	715,737	687,255	694,517	765,471	891,854
Total Expenses	11,964,026	12,101,180	12,451,496	12,326,919	13,242,806	15,832,385
Change in Net Assets	143,940	152,946	259,533	441,128	(100,464)	173,074

\$9,039,601 which is an increase of approximately 6% and \$478,260 was a result of ARRA funds. Housing Assistance Programs had \$2,025,484 in revenue, which is an increase of \$160,937 or approximately 9%. Community Services Programs had revenue of \$939,497 which is an increase of \$581,589 and \$557,908 was from ARRA funds. Senior Programs had revenue of \$765,907, which is an increase of \$63,843 or approximately 9%. Housing Repairs Programs had revenue of \$2,280,935 compared to \$1,130,352 in the prior year, which is an increase of approximately 102% and \$1,292,431 was a result of ARRA funding. Please refer to the charts showing revenue breakdown and growth.

Please see the chart showing revenue growth over the last ten years.

The finance team recognizes the impact and importance of the American Recovery and Reinvestment Act (ARRA) funds that have been entrusted to our Agency to further help the communities we serve. We have fully accepted the responsibility for administering these funds and work to maximize the impact within our area while maintaining the highest degree of accountability and transparency.

Coastal Community Action's audited financial statements for fiscal year ending September 30, 2010 show revenue of \$16,005,459 compared to \$13,142,342 in the prior year; this represents a 21.8% increase. The increase is primarily a result of additional funding via the ARRA. The program areas that received ARRA funding include Child Development Programs had \$9,570,996 in revenue compared to the prior year of





INFORMATION SYSTEMS

Information Systems was noted in Head Start's triennial review as areas of strength for four separate achievements. On the first, Information Systems implemented a video conferencing system to deliver training, conduct meetings, and disseminate information to its sites remotely. This saves both employee time and travel expense while affording greater opportunities for training. Wireless and Internet access were both mentioned as areas of strength. Our implementation of the message delivery system, One Call Now was noted as an area of strength and

continues to provide notifications in a more timely manner as compared to the previous phone tree. One Call Now has proven to be a valuable asset considering the inordinate number of adverse weather events this year. Information Systems automated the process for moving information from Galileo and Time Force to One Call Now, further reducing the time and effort associated with maintaining separate and disconnected information.

The Seeking out Service (SOS) system was developed internally and is used daily for issue tracking for our Child Development Centers. This system has decreased the time with which a family waits for referral information or supportive services.

Encrypting workstations and removable media has reduced the potential for liability as it relates to Personally Identifiable Information (PII). Information systems has virtualized all servers with the exception of one to provide greater reliability, consolidation of resources and better business continuity preparedness. We've also implemented weekly technical tips for all employees. Finally, Information Systems is in process of migrating to Windows 7 and Microsoft Office 2010 over the next 2 years. Thus far, all laptops have been migrated to the new operating system and office suite as well as at least one machine in each child development center.



American Recovery and Reinvestment Act

On February 17, 2009, President Barack Obama signed the American Recovery and Reinvestment Act (ARRA) into law. This unprecedented \$787 billion stimulus bill had three immediate goals: create and save jobs; spur economic activity and invest in long-term economic growth; and, foster unprecedented levels of accountability and transparency in government spending.

The Congressional Budget Office estimates that ARRA created or sustained employment by 600,000 - 1.6 million jobs as of September 2009. The same office also forecasts that ARRA will boost employment by 900,000 - 2.3 million jobs by the fourth quarter of 2010. Other national reports indicate that ARRA is keeping millions of Americans out of poverty and reducing the severity of poverty for millions more.

The past year was a time when Coastal Community Action (CCA) served additional low-income individuals and families with programs funded through the ARRA. Times remain tough, with unemployment peaking at longtime highs, but we saw great progress and successful outcomes as a result of the ARRA funding. CCA is using funds from the ARRA to expand early childhood programs, provide help to those in need where other programs may not work, help individuals find jobs, to prevent foreclosures and make homes more energy efficient.

Head Start / Early Head Start Child Development Programs provide high quality comprehensive childcare services by enhancing the social and cognitive development of children through the provision of educational, health, nutritional, social and other services to enrolled children and families. The Recovery Act funds will strengthen these critical programs and ensure they can serve more families in these tough economic times.

Director:
Maria McDonald

Jobs Created:
5

Program funding period:
July 2009- Sept 2010

ARRA Budget:
\$504,869

Counties Served:
Carteret, Craven, Jones, Pamlico

Additional Children served by EHS Expansion ARRA: 18 in Pamlico Co. (a county formerly not served by Early Head Start)

Additional Families Served: 18 in Pamlico Co.

ARRA Family Services Program (CSBG) provided support services to families and individuals which enhanced self-sufficiency, and create economic opportunities. Services included direct financial assistance with job search, job retention, educational attainment assistance, transportation, money management and crisis intervention.

Director: Charlotte Neely	Jobs Created: 10	Program funding period: September 09- September 10	ARRA Budget: \$470,859	Counties Served: Carteret, Craven, Jones, Pamlico
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# Referrals:	766
# Individuals served:	678
Emergency Assistance served:	586
Head Start Case Management:	74
Foreclosure Prevention:	18

ARRA Weatherization Assistance Program provides a range of measures, such as wall, floor and attic insulation; air sealing to windows and doors; water heater jackets, and other diagnostic testing to reduce the energy costs of the homes of low-income, elderly, and/or disabled by improving the energy efficiency of their homes while ensuring their health and safety.

Director: Stacey Ellege	Jobs Created: 20	Program funding period: July 2009 – March 2012	ARRA Budget: \$3, 902,252	Counties Served: Carteret, Duplin, Onslow
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Required # of Completed Units: 497
Total Expenditure per Unit Completed: \$5,272.00
Units Completed December 31, 2010: 281
Clients Served Dec 2009- Dec. 2010: 595 (167 elderly, 137 disabled, 86 children 6 and under)
Average household income: \$16,410

Community Services





Success

Teresa G. and her family had a difficult year in 2008. It was during this year that her husband became extremely ill. He lost his job. They were struggling trying to raise two of their grandchildren. They were being threatened with service terminations by utility companies. They were facing foreclosure.

At intake Teresa was enrolled in the RN Program at Craven Community College. Her primary goal was to complete her degree on time, but her immediate goal was to avoid losing her home, and to find free/reduced healthcare for her husband and apply for TANF and other assistance for her grandchildren. She was referred to Self-Sufficiency Case Manager, Patricia Benefield. During the initial pre-screening, it was determined that the household income for the family for the past 90 days was too high, although her husband had been out of work for several weeks. Still, the case manager connected the family with several social workers at Jones County DSS, attorneys at Legal Aid, Housing Counselors at Twin Rivers Opportunities and a WIA Coordinator. Ms. Benefield stayed in touch with the family and assured them that their situation would change eventually. She continued to work with them, and used her knowledge as a Certified Housing Counselor to try to help them to avoid foreclosure.

Approximately 30 days after the initial prescreening, the family became eligible for enrollment into the Self-Sufficiency program. Legal Aid was able to help the family to save their home through a loan modification. The case manager assisted Teresa with some of her required medical tests for the Nursing Program, since she did not have medical insurance. She also assisted her occasionally with gas cards to drive more than an hour one way for her clinicals. Other assistance provided with CSBG funds included course fees for CPR and the examination fee for the North Carolina Licensing exam.

Although adversity seemed to prevail, Teresa and her family managed to persevere. In May 2009, Teresa graduated from Craven Community College with an Associate of Science Degree in Nursing and passed the NCLEX a few weeks later. She is now a Registered Nurse earning an annual salary of \$47,000. Through all of the trying times, her husband is now experiencing better health and her grandchildren are doing well in school.



FAMILY DEVELOPMENT SERVICES

The Family Development Services program is designed to empower low-income families and individuals by offering a variety of services and activities to help them to set and achieve goals to rise above poverty. Case Managers work with families to determine their strengths through needs assessment indicators. These indicators are measured by a system of scales to help the head of household to partner with the case manager to develop a comprehensive services plan to produce successful family outcomes. Coordination of services with faith-based

organizations, human services agencies and programs within CCA is the approach used for maximizing services to help families and individuals to help themselves. Self-help workshops and seminars are also offered periodically as life skills training tools. Workshop topics include, but are not limited to finding and keeping employment, starting a small business, college education resources, financial literacy, developing positive parenting skills, effective parent-teacher communication, stress management, healthy relationships, mental health resources, family law, housing options, transportation assistance, legal aid services and home ownership preparation. To meet program expectations, two goal-setting service components are provided to eligible participants: Self-Sufficiency and Case Management.

DIRECTOR

Charlotte Neely

TEAM MEMBERS

6 Case Managers

PROGRAM FISCAL YEAR

July 1 - June 30

BUDGET

\$383,012

*funds received federally through the state
Dept. of Health and Human Services-Office
of Economic Opportunity: \$72,324 re-
ceived from local Head Start program.*

Expectations

Self-Sufficiency Family Development is a comprehensive project which is designed to foster and enhance self-sufficiency and create economic opportunities. Services are comprehensive and include direct financial assistance with job search and job retention, tuition, books and supplies, child care, housing, money management, debt-elimination, work materials, supplies and uniforms, transportation and crisis intervention. Referrals are made for numerous situations, including mental and emotional wellness, medical emergencies and health physicals for employment and education purposes, housing solutions, and other crises on a case-by-case basis. Families and individuals can continue to move toward greater self-sufficiency for up to five years as long as they remain compli-



Counties Served

Carteret, Craven, Jones & Pamlico

ant and meet the criteria for program eligibility. To help elderly and/or disabled persons to alleviate their crisis situations, the program is able to assist this population with support services and stabilization if they are moving into a safe, subsidized housing unit. Applicants must meet the Federal Poverty Income Guidelines to qualify for the Self-Sufficiency program.

Case Management is available to families with children enrolled in Head Start/Early Head Start programs at Coastal Community Action, Inc. All Head Start/Early Head Start parents are encouraged to participate in goal-setting to help them to resolve crises and work towards self-sufficiency for their families. Intensive support, referrals and resources are coordinated to assist families with overcoming obstacles that block their ability to move to a level of stability. Workshops and other self-help materials are provided during Head Start Parent Meetings as requested.

Case Managers are available in the main office in Newport, Head Start Child Development Centers in Carteret, Craven and Pamlico counties, the New Bern Housing Authority and Jones County Department of Social Services. Case Managers also accept intake applications by appointment only at Job-Link Career Centers in Carteret, Craven, Jones and Pamlico counties.



For the fiscal year ending in 2010, Case Managers assessed approximately 559 individuals for goal-setting in the Family Development Services Program. A total of 134 Head Start/Early Head Start families were enrolled in Case Management; approximately 45 of these families were dually enrolled in Case Management and Self-Sufficiency. A total of 164 families were enrolled in Self-Sufficiency services, including 23 persons who were either elderly and/or disabled.

- 22 families moved above poverty while participating in Self-Sufficiency project activities.
- 24 out of 25 participants received employment, with 13 of those jobs including a full benefits package.
- The average wage rate for the 24 participants receiving employment was \$8.80 per hour.
- The average increase in income per participant family was an estimated \$5,500.
- 37 participants were enrolled in a degree, certificate, or GED program with 14 achieving two-year degrees and/or specialized licenses or certificates, four earning GEDs, and one earning a high school diploma. The remaining 18 participants are continuing to work towards completing their educational goals.
- 06 participants secured standard housing.
- 06 are currently enrolled in activities to become home owners.
- 439 program participants and members in the community attended workshops and seminars offered by the program in collaboration with other organizations.

The program also co-sponsors special events on an annual basis with businesses, civic organizations, and government programs to benefit families enrolled in Family Services. In 2009-2010, donations were provided to participant families as follows:

- Bender-Burkott donated a variety of school supplies and Roses in Havelock donated back packs for the Back-to-School Distribution in August 2010. Private donors contributed approximately \$1,000 in cash and materials. More than 400 children received school supplies in the four-county service

area as a result of this effort. ● In May 2010, the Shoe Boutique/Uniforms PRN in New Bern donated 200 pairs of orthopedic shoes for participants who work in positions that require long-standing.

Stressors

A major challenge that keeps families from reaching a desired level of self-sufficiency is the need for additional funding and resources to assist them with reaching their goals and totally meeting their needs. With the recession higher gas prices and unemployment rates in the service area make it increasingly difficult for many families to achieve enough income to meet their household obligations, receive adequate medical benefits, afford child care and transportation costs.

Another challenge to helping families to become self-sufficient is finding enough resources to prevent immigrant families from falling through “service gaps” when searching for needed services.

Aspirations

Future program goals and aspirations include ● strengthening cultural competency and sensitivity skills of the team by providing on-going training opportunities, ● presenting a series of workshops for participants to become involved in an Individual Development Account program, ● securing public and private funds for program sustainability.

“I was referred to the program by the WIA Coordinator when my family and I desperately needed a hand-out. Had it not been for the encouragement and persistence of my case manager, I don’t know where we would be right now.”

L. Johnson (former CSBG/Self-Sufficiency)

“I came to CCA in search of employment for the ARRA program. I had no idea that the organization offered so much for people in the community. The emergency assistance program CSBG/ARRA helped a lot of people facing hard times.”

E. Faulk (Crisis Coordinator, CSBG/ARRA)

“I’m not concerned so much with the assistance part of the program (Self-Sufficiency) as I am with the support. I just needed someone to talk things through with when I needed it.”

Irris B. (former CSBG/Self-Sufficiency Participant)



Success

CCA is committed to impacting the lives of those we serve. This is evidenced through the numerous personal success stories we experience each year. Though some children's successes are more profound than others, they are all meaningful to our staff, our children, and our families! One such success took place at Godette Child Development Center. Two years ago a mother in need of Head Start services enrolled her son and also received services herself. With his larger than life attitude and excitement about joining the Head Start family, staff had no preparedness for the lesson they were going to be taught by a young

three-year-old wheelchair bound child. The mother and center staff, both concerned for the well-being of the child pulled together to adapt an environment that would best promote the child's independence and learning opportunities. Adding and lowering sinks, fountains, and building ramps were only part of the preparations made by a plethora of staff. He began his first day of school in 2010 and remains with Head Start today. He has gone from being a shy child needing the help of his peers and teachers, to an extroverted leader, assisting the other children when and if they need it. His learning and preparedness for kindergarten is noteworthy, as the energy and interest abounds each day in his

classroom. His mother reports numerous improvements, from learning colors, ABC's, and shapes, to his unprecedented independence and confidence. Head Start is proud to play such a tremendous role in the success of a child and family. We look forward to his smile and to the smiles of the many children who cross through the doors of our classrooms each day!



CHILDREN'S SERVICES

Expectations

Head Start and Early Head Start are federally funded Early Childhood Development and Health and Family Service programs designed to promote physical, mental, educational, and financial wellness of children and families in order to promote lifelong learning and self-sufficiency. A primary focus is kindergarten readiness and promoting a healthy attitude towards lifelong learning. Enrichment activities through Center Based and Home Based Programs promote child development and learning, health and wellness, nutrition and family success.

Head Start programs are operated following federal regulations establishing performance standards and minimum requirements with respect to health, education, parent involvement, nutrition, social, transition, and other Head Start services as well as administrative and financial management, facilities, and other appropriate program areas. As a grantee agency, CCA has legal and fiscal responsibility to ensure that the program operates in compliance with these standards.

Head Start is different from virtually all other anti-poverty programs as it requires parent involvement in the design and delivery of services. Parent involvement helps to ensure that the services provided to families are of the highest quality and that services align with the needs of the community. It also helps parents develop decision-making and leadership skills. Accordingly, the Performance Standards require all Head Start programs involve parents in program planning, policies, and operations of the Head Start program serving their children. The Head Start Policy Council is the primary vehicle for involving parents in decision-making concerning their CCA, Inc. Head Start/Early Head Start Program. Each

DIRECTOR

Maria McDonald

TEAM MEMBERS

Apx. 161

PROGRAM FISCAL YEAR

September 1 - August 31

BUDGET

\$7,381,401

Federal Share: \$5,908,584

Head Start, \$4,414,311

Early Head Start, \$1,494,273

Non-Federal Share: \$1,472,817

Head Start, \$1,100,333

Early Head Start \$372,484



of our centers operate parent committees and plan for center wide parent training events, parent activities, and parent-child celebrations.

CCA Head Start is funded to serve 617 children and Early Head Start serves 124 children. Both programs are required and do maintain a wait list of over 300 children.

CCA Head Start and Early Head Start Programs provide a high quality comprehensive, developmentally- appropriate educational program to children and their families. In addition to the education component, the program ensures that children received needed medical services; including age appropriate screening and immunizations, dental checkups and dental care, and nutritious meals and snacks.

A family centered goal of achieving self-sufficiency is achieved through supportive case management services. Case managers offer a variety of services and activities designed on an individual family basis to empower them to set and achieve goals to rise above poverty.

Assessment instruments are used to determine the family strengths and a comprehensive services plan is developed to produce successful family outcomes.

In addition to the Head Start and Early Head Start Programs, CCA also provides More at Four Pre-Kindergarten and Child Care Services. More at Four services is designed to provide high-quality educational experiences to enhance school readiness for at-risk four-year-olds. Children enrolled in More at Four receive a full day of services, compared to the part-day services otherwise provided to Head Start children. Teaching staff are required to hold an early childhood education/child development associate degree and be working toward Birth-Kindergarten licensure. The More at Four sites must meet a variety of program guidelines and standards around curriculum, training and education levels for teachers and administrators, class size and student-teacher ratios.

Child care services component of CCA is a fee-for-service program providing high quality childcare at 6 CCA Child Development Centers in Carteret, Craven, and Pamlico Counties. Child Care Services are offered to parents in conjunction with Head Start, Early Head Start, and More at Four for wrap around care or in a full-day, full year capacity. CCA serves children whose families are provided child care subsidy through the Department of Social Services or those who privately pay for services.

Triumphs

• Federal Monitoring Review concluded that CCA HS/EHS is fully compliant. • Program Director elected as 2nd Vice President position on the NCHSA Board of Directors. • Implemented video conferencing capabilities. • 6 of 7 Child Development Centers have received the highest STAR rating (5 STARS) • CCA Children’s Services awarded as one of four state agencies leading dental health initiatives. • Acquired Quality Improvement ARRA funding of \$400,000 to improve upon program quality. • Acquired Early Head Start Expansion Funding of more than \$150,000 to provide EHS services in Pamlico County, a previously unserved county. • Purchased new bus to provide reliable transportation. • Purchased two new vehicles to be used by staff for travel to trainings and meetings.

Stressors

• Unfunded mandates such as staff qualifications improvements create difficulties in affordability. • State cuts to funding (More at Four) are expected to impact our budget by decreasing revenue. • Our growing ESL clientele base creates challenges to meeting minimum HS requirements such as 1) providing, to the extent possible, communications in the client’s home language and 2) supporting families in their progress to-

wards self-sufficiency. Communication barriers decrease the likelihood of parent involvement.

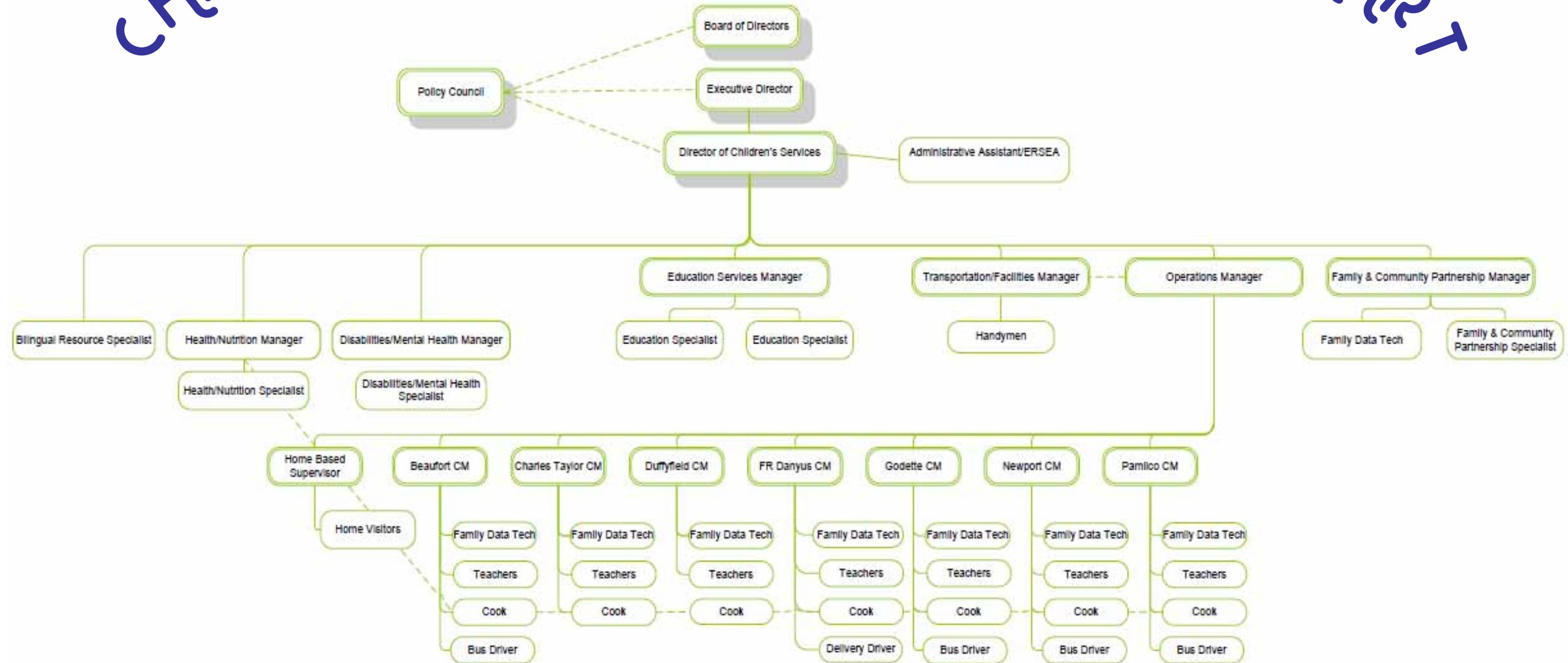
Staff Qualifications				
HS Staff Data				
Qualification	CDA	AA	BA	MA
Teacher	0	12	20	2
Teacher Aide	3	11	3	0
Home Visitor	0	1	0	0
Supervisor	0	2	3	1
Early HS Staff Data				
Qualification	CDA	AA	BA	MA
Teacher	2	13	6	0
Home Visitor	0	1	3	0
Supervisor	0	1	5	1

The number of families who received the following services		
Services Provided	HS	EHS
Emergency/crisis intervention	139	48
Housing assistance	105	39
Mental health services	18	3
English as a Second Language (ESL) training	49	14
Adult education	71	29
Job training	101	38
Substance abuse prevention or treatment	3	1
Child abuse and neglect services	11	5
Domestic violence services	4	3
Child support assistance	11	6
Health education	630	154
Assistance to families of incarcerated individuals	7	1
Parenting education	630	154
Marriage education	5	2

Aspirations

• Secure additional sources of Program Income/Revenue in order to support delivery of high quality services to children and families. • Continue to increase the qualifications of staff in order to maintain compliance in Teacher and Teacher Aide qualifications requirements. • Take a State Leadership Role in Early Childhood Education in order to ensure high quality training for all programs in the state. Additionally, CCA hopes to influence the training tract implemented by the state to include leadership development. • Continue to coach staff through the Child Development Associate credential process.

CHILDREN'S SERVICES PROGRAM ORG CHART



Senior services





Success

Mrs. Eliza Hill is the perfect example of what a Foster Grandparent volunteer should be. This individual is a veteran FG volunteer having served with the same kindergarten teacher for over eleven years. While the program is designed to match senior volunteers one-on-one with individual children needing special attention that is offered by FGs, this FG works individually with EACH child in the class. She shows each child that she loves them; she shows them that they are unique and special. She celebrates with each child their small victories like learning a letter, reading a new

sight work, writing new number.

She is patient, kind and her ability to make each child feel that they belong to her are great attributes to have while working with each child individually with reading, writing, alphabets recognition, math skills and social skills; she makes each of them feel that they are special to her and that she is their "grandma." Mrs. Hill was selected as the 2010 CCA/FGP of the year from a pool of over 80 FGs.

In addition to her volunteer service at Morehead Primary School, each summer she contributes her time at Morehead Parks and Recreation Department's summer enrichment program for kids where she has proven to be a valuable asset to their team as well.



FOSTER GRANDPARENT PROGRAM

Purpose of the program is to provide the highest quality services to children with special and/or exceptional needs by means of volunteer service of older adults (55 and above). These individuals contribute from 15-40 hours per week at contracted public/private non-profit volunteer sites. Assistance is provided with academics, school readiness, and mentoring, improved physical, mental, emotional and social development. Benefits to eligible volunteers include a small stipend (\$2.65 per hour), an annual physical exam, meals, travel reimbursement, liability insurance and annual recognition for their service to children.

DIRECTOR

Diane Williams

VOLUNTEERS

81

PROGRAM FISCAL YEAR

July 1- June 30

BUDGET

\$341,832

301,633-federal

40,199 non-federal (cash/in-kind)

Expectations

and cooperation between FGP and other CCA programs. • Enable low-income persons 55 and above to remain physically and mentally active and to enhance their self-esteem through continued participation in needed community services.

- To continue to strive to enhance the educational capabilities of current volunteers by providing more meaningful and age-appropriate in-service trainings for them.
- Continue to foster a better understanding, interaction

Triumphs

- Eighty-one FGP volunteers served 67,910 hours and were successful in assisting approximately 335 children to meet their respective personal goals through one-on-one intervention.
- Services were provided at local Head Start centers, public and charter schools, developmental center and daycare/after school programs.
- Knowledge of the FGP has been tremendously enhanced; this is evident by the number of inquiries/applicants received during this program year – over 50 inquiries.
- (as a result of this, the state office did award an additional five (5) volunteer service years (VSYS) totaling 5,220 hours for the 2010-11 program year)
- The FGP volunteer of the Year was nominated and selected as a Carteret County recipient for the Governor's Award for Outstanding Service.

Stressors

- Obtain local financial support from the counties served to allow CCA to expand services benefiting both seniors and children.
- To continue to meet the local 10% match of federal funds received, and to identify and secure in-kind contributions for the volunteers so that the requirement of 80% of federal funds received be utilized for support of volunteers (cash and/or in-kind) can be met.
- Continuing to provide high quality in-service training to ensure the volunteers are provided with comprehensive age-appropriate educational instruction.

Aspirations

- To provide a semi-annual report to county governmental officials to better inform them of the services provided in their respective counties.
- Continue to develop and/or create ways in which each county can contribute to the required 10% match of federal funds awarded for the program.
- Continue to seek opportunities to be more visible in the counties in which we serve.
- To develop at least one non-federal VSY!!





Sereda Palmer, now 82 years old, began her volunteer service with the Senior Companion Program in June 2005. Ms. Palmer has worked with many homebound individuals over her years of service. Ms. Palmer has been especially devoted to Devolia Cherry since February 2005. Mrs. Cherry is homebound and has multiple health conditions that have disabled her to the point she requires feeding and someone to hold a cup for her to drink..

Success

Ms. Palmer provides ser-
vices three days a week for the Cherry's. The volunteer
and laugh and has given her something to look forward to. The volunteer provides her with peer stimulation, understanding and
not only feeds her physically, but emotionally and spiritually.

Ms. Palmer is diligent in preparing her meals and pureeing the foods. Ms. Palmer prepares pureed meals in advance for the four days of the week she is not with her making meal time easier for the caregiver, also the client's husband, Willy Cherry.

Mr. Cherry is very devoted to his wife, he recently learned he himself was terminally ill and hospice services were immediately started in the home. Mr. Cherry's focus remains on his wife and hospice is providing additional volunteers on alternate days to see to Mrs. Cherry's needs.



SENIOR COMPANION PROGRAM

DIRECTOR

Georgia Newkirk

VOLUNTEERS

82

PROGRAM FISCAL YEAR

July 1 - June 30

BUDGET

\$338,961

Federal \$206,032

Carteret \$40,111 HCCBG, FCSP, County Match

Craven \$57,487 HCCBG, FCSP, County Match

Jones \$9,393 HCCBG, FCSP, County Match

Lenoir \$4,800 County Match

Pamlico \$3,500 FCSP, County Match

In Kind \$17,638

Expectations

The Senior Companion Program volunteers meet critical community needs and touch the lives of adults who need extra assistance to maintain independence in their own homes.

They serve homebound senior, frail older adults, adults with disabilities, those with terminal illnesses and offer respite for caregivers. Senior Companion volunteers assist with daily living tasks, such as grocery shopping and bill paying, provide friendship and companionship to isolated and frail adults, encourage and escort to social and recreation outings, provide transportation to medical and other appointments, alert doctors and family members to potential problems; and give respite to family caregivers. Family Caregiver Support Program (FCSP) respite funds enable caregivers to be relieved from the care giving responsibility for scheduled periods of time.

Senior Companion Volunteers are adults, 55 and older, who provide support to family caregivers and homebound frail, elderly and/or disabled. They assist with daily tasks necessary to maintain independence, and caregivers much needed respite. Senior Companions receive a small stipend (\$2.65/hr), a physical exam, and as funds allow transportation cost; to/from the client's home.

Triumphs

Eighty-two (82) volunteers have assisted approximately 172 clients an average of 8-30 hours per week, depending upon the assessed need of the client/caregiver.



Counties Served

Carteret, Craven, Jones Lenoir, & Pamlico

- 100% of caregivers receiving service reported they experience less stress and have an improved sense of well-being.
- 100% of caregivers report with the support of the program they are able to continue the care giving role versus long term care.
- 97% of clients receiving in home services from volunteers report a decrease in feeling of loneliness and isolation.
- 100% of clients receiving in home services report the volunteer's visits have helped them to remain living independently in their own home.

The Family Caregiver Resource Specialist for Region P has identified the Senior Companion Program as a cost effective resource to support family caregivers by providing funds for respite in four of the five counties CCA, Inc, Senior Companion Program serves.

Stressors ● The excessive cost of fuel is a growing problem. Volunteers receive little compensation for travel reimbursement and the budget doesn't allow for an increase. ● The need to identify and establish agreements with other agencies in Carteret and Jones Counties, to host, assign and supervise volunteers. ● The growing need for volunteers to provide one-on-one assistance and prompts for at risk clients attending local senior centers, because, Senior Companions are a limited resource, assignments should give priority to older adults who have the greatest potential to achieve and maintain independence. ● Limited federal funding with little opportunity for budget increases.

Aspirations ● Obtain additional HCCBG county funds, in light of increased requirement for at- risk clients attending local senior centers and support of in-home services to older/disabled adults will be a necessity. ● Continue providing high quality education to volunteers regarding available community services available to their clients and the caregivers they serve. Volunteers will each participate in the eight module Senior Companion Program training curriculum 'Providing Independent Living Services'. ● Increasing coordination with agencies to promote evidence based workshops for volunteers and the clients they serve in order for the older adults to live healthier lives.

"I am able to leave the house knowing my wife is looked after. She looks forward to her companion visits because of her caring and friendly manner. My health has improved and my doctor would like to see the service schedule increase from two to three days a week. He thinks the service is great."

L. McNellis, caregiver of disabled wife

"Honestly, it is a blessing from the Lord, just knowing someone is there with my mom through the week is a blessing, I don't have to worry. She has someone to talk to and the volunteer helps her self-esteem and encourages her on a regular basis. We love the services." M. Lovelle, daughter of client

"This service has given me a new close friend. She does so many things for me, she checks on me daily. My life is less stressful." C. Willis, client

"You have a wonderful thing going, especially if the other volunteers are comparable to Ms. Sewell, and I thank you whole heartedly for having her here with me." J. Wade, client

"Now that my husband has cancer, the care provided to my elder relative is more valuable than ever! Thanks so much for the service!! I do not know what I would do without it!!! Anonymous caregiver

"Ms. Weatherspoon is a very punctual, positive and pleasant Senior Companion who has helped lift my spirits immensely. I would love for her to continue to be my Senior Companion." M. Fitzpatrick, client



A partnership of the RSVP program and Atlantic Beach/Pine Knoll Shores Police Departments was formed to create a new VIPS.

These volunteers patrol the community and participate in community events and programs. They were very instrumental in locating a lost child during the 4th of July celebration at Atlantic Beach. These volunteers formed teams and searched through hundreds of people to locate this child and return him to his parents.

Success

These amazing volunteers decided they wanted to help families get through the Christmas holidays. They raised enough funds to help nine (9) families from Project Christmas Cheer.



Volunteer surveys were sent out to 224 volunteers. 193 were returned with positive feedback. 90.8% responded that they felt more productive and useful. 74% said that volunteering increased their social status. 53% responded that volunteering contributed to their general sense of health and well being. 48% responded that volunteering helped them learn new skills. 31% responded that it increased their energy 83% said no change was needed in the program and 2% responded that more volunteers was needed. Many responded that we have one of the best programs in Carteret County.



RETIRED and SENIOR VOLUNTEER PROGRAM

Expectations

RSVP is for volunteers fifty-five years or better and a one-stop clearinghouse to connect volunteers to meaningful community service. Volunteers can choose to serve at a favored non-profit or public agency, or be placed with a program that allows use of skills and interests and fits a personal time schedule. RSVP matches the varied interests and skills of volunteers with community needs by offering a di-

versity of volunteer service opportunities through a wide range of placements. RSVP's top priority is ensuring self-fulfillment and personal satisfaction through volunteer service. Through volunteering with RSVP, volunteers meet new friends and neighbors, keeps physically and mentally active while providing a wealth of services to the community

Triumphs

- The RSVP program was successful in acquiring a grant from the Carteret Community Foundation for Medical Transportation.
- A partnership was formed between Department of Social Services and RSVP. RSVP will provide medical transportation for DSS's Medicaid clients. The program is reimbursed for mileage, which is used to provide additional services for those in need.
- The RSVP program applied and received HCCBG funds to supplement the ever growing medical transportation program.
- A partnership between the RSVP program and Atlantic Beach/Pine Knoll Shores Police Departments formed a new Volunteers in Police Service (VIPS) program. This program started with 6 volunteers and now has 11. These volunteers are dedicated to protecting their community and are really enthusiastic. They raised more than \$800.00 and served 9 families for Project Christmas Cheer.
- Newport VIPS are continuing to be an asset in the community. The police department advocates for RSVP throughout the state. These volunteers were used as a model for other programs throughout the state. The savings to the town is substantial and the benefit to the police de-

DIRECTOR

Dora Jones

VOLUNTEERS

192

PROGRAM FISCAL YEAR

July 1 - June 30

BUDGET

\$72,126

*funded through CNS for \$46,915
Carteret County for \$17,500, and in-kind of \$7,711*



Counties Served

Carteret & Craven

partment is immeasurable. ● Volunteers participated in the annual food drive for RCS in New Bern. 13 RSVP volunteers and 20 others collected more than 120 pounds of food. These volunteers were honored with a dinner and certificates. ● RSVP volunteers made a sizeable contribution to CCA during their Project Holiday Cheer Drive. Several volunteers went to the community for toy contribution and had huge returns.

Stressors

● Recruiting volunteers. It is difficult to recruit minority and Hispanic volunteers during these hard economic times. Many volunteers cannot continue to volunteer because of the economy. Many are looking for employment to supplement their incomes. ● Difficulty in obtaining timely reports from volunteer stations in order to complete program reporting requirements. ● Limited local financial support from the counties served, especially in the area of medical transportation.

Aspirations

● To create an RSVP Ambassador program. This program will consist of approximately (8-10) RSVP volunteers willing to advocate for the RSVP program by spreading the word about the benefits of volunteering in our communities. These ambassadors will share the mission of RSVP and CCA and represent the program at community events. ● To create a program that would encourage individual volunteers to get involved in their neighborhood or anywhere in the community working one-on-one or with a group to help those in need. RSVP CARES (Community Action Referral and Enrichment Service) will be designed to facilitate an easy transition for volunteers to address those needs and interface with program partners to help without causing a burden on anyone participant. This network of volunteers would be willing to help with physical chores for handicap and elderly clients. ● To acquire additional funding that would supplement the RSVP medical transportation program. This funding would purchase and maintain a vehicle for the program and thereby enable us to provide more services to the community.

"These volunteers represent the spirit of the community". "Every one pulls together for a common cause and their efforts are appreciated. They make a difference. Chief Jeff Clark – Newport Police Department.

"Our volunteers have a life-time of knowledge and experience that they share with us and help us to be a successful organization. I trust our volunteer's ideas and suggestions and I learn so much from them and depend on them. We are so blessed to have such exceptional volunteers". Cindi Hamilton, executive

My volunteer work is very rewarding to me and to the people I help. I feel we have one of the best programs in Carteret County. Barbara Fitzpatrick – Martha's Mission

I've been blessed with my life and I feel good about doing for others. Gerard Picard – Habitat for Humanity

My experience in volunteering has been very rewarding through seeing other people being helped in various situations. Chaplain Bob Caffin – Morehead City Crime Stoppers

To Māori gurus





In August the Family Self-Sufficiency (FSS) program presented Ms. Marilyn Stewart with her Certificate of Achievement and a check in excess of \$16,000 for graduating from the FSS program.

Ms. Stewart's earned income steadily increased during her 2 ½ her participation. She graduated early as her

Success

income increased to the point that she paid all of

her rental costs without the subsidy assistance provided by HUD/Section 8. She is currently employed with Burger King as Lead Assistant Manager and is on her way to becoming a General Manager. She is a single mother with two children and has devoted herself to ensuring her children receive the best she can possibly give them. The money she received from her participation has already been deposited. Now, she has a new goal: To use this money to purchase a home so her children can have a backyard in which to play. With her drive and determination, there is no doubt that she will succeed in her quest of homeownership.



HUD SECTION 8 RENTAL ASSISTANCE PROGRAM

The primary purpose of the Section 8 Rental Assistance program is to provide rental subsidies for low-income families, helping them to afford to rent adequate, safe and affordable homes in Carteret County.

DIRECTOR

Nadine Sullivan

TEAM MEMBERS

5

PROGRAM FISCAL YEAR

October 1- September 30

BUDGET

\$2,013,461 Projected HUD/Section 8

\$36,932 HUD FSS

\$3,450 United Way Grant

Expectations

The U.S. Dept of Housing & Urban Development provides federal funding for the HUD Section 8 (Housing Choice Voucher) Program. HUD Section 8 assists low-income to very low-income families as well as the elderly and disabled to afford decent, safe and sanitary housing within the private rental market. The family is issued a voucher and is responsible for locating suitable housing. HUD Section 8 conducts an inspection to ensure the rental unit meets minimum housing quality standards specifically for health and safety. The Housing Assistance Payments (HAP) component subsidizes the balance of the rent to the owner or property management company.

- Eligible family income must be below 50% of Area Median Income, which currently is \$58,200 in Carteret County. This 50% equates to \$29,100 for a family of four.
- Program participants cannot pay more than 30% to 40% of their monthly adjusted income toward their portion of the rent and utilities.
- Preferences include: Homeless, Domestic Violence, Working, Elderly and Disabled
- Assistance is available to 444 rental families; average of assisted families is 403 per month, with an average subsidy of \$350 per month. Through this program we also have the option of using funds towards mortgage payments for participants that meet the criteria which includes being a first-time homebuyer.
-



In 2010, 75% of our clients were defined as Extremely Low Income, with an average annual household income of \$9330 for the Elderly and/or Disabled. ● Voucher holders: 44% occupy one-bedroom unit, 36% occupy two-bedroom unit, 19% occupy three-bedroom unit and 1% occupy other units. ● Our 2010 participants: 77% Caucasian, 22% African-American, >1% Hispanic and >1% other.

The HUD Section 8 Family Self-Sufficiency (FSS) program is a program for up to 30 families receiving rental assistance who would like to work towards self-sufficiency and, ultimately, become free of government assistance programs. The program provides an escrow (savings) account for clients while they are working toward self-sufficiency. As of December 31, 2010, 12 of the 27 active Self Sufficiency families have escrow accounts, with an aggregate balance of \$40085. Fifty-Three (53) families have graduated from the program since its inception in 2000.

Since 2003, the United Way of Coastal Carolina has funded a transportation program for the HUD FSS program. These funds are used to assist HUD FSS clients with car repairs, delinquent car payments, car insurance, prepaid gas cards and other transportation issues. A FSS client must meet the qualifications to receive transportation assistance. These qualifications include being employed, actively seeking employment and/or enrolled in a job training or educational program. Due to the low United Way fund drive in 2009, the awarded amount decreased from \$4,125 to \$3,450 for fiscal year 2010-2011.

Triumphs

● The HUD Section 8 program reorganized during the 2010 year and is now fully staffed. ● The wait for Section 8 applicants has been reduced from approximately 3 years to approximately 2 years. ● 50th FSS graduate received an escrow check in excess of \$16,000. ● HUD Section 8 program received a score of 96 on SEMAP (Section 8 Management Assessment Program). This score enables our program to remain listed as a “High Performing” Agency.

Stressors

● The need for safe, decent and affordable housing remains an ongoing challenge for the residents in Carteret County. The majority of private market rental assistance in Carteret County is not affordable to households making less than 80% of the area median income (\$58,200). The Fair Market Rent as determined by HUD in Carteret County is: \$537 for one-bedroom, \$645 for two-bedroom, \$939 for three-bedroom. ● Due to the economic climate, landlords who in the past did not require credit or criminal background reports are conducting these reports now. This puts an additional burden on our participants as many of them have credit issues generally caused by circumstances beyond their control. With more and more landlords denying participants for minor infractions on their credit or criminal reports the pool of availability is shrinking. ● Carteret County still lacks an affordable public transportation system. With a large portion of the area in a rural setting, this continues to be a barrier for many low-



income families.

- Purchase a Windows-based system to replace the DOS-based Housing Authority Management system which is currently being used.
- Cultivate and re-establish partnerships with other local service providers to further aid HUD FSS participants obtain their personal goals in becoming self-sufficient.
- Apply and obtain additional funding sources to assist clients in obtaining affordable housing in Carteret County.
- Enhance current procedures of HUD Section 8 which will provide clearer understanding of the responsibilities of participants.
- Increase active landlord participation by 25% by networking with local real estate agencies as well as private landlords.

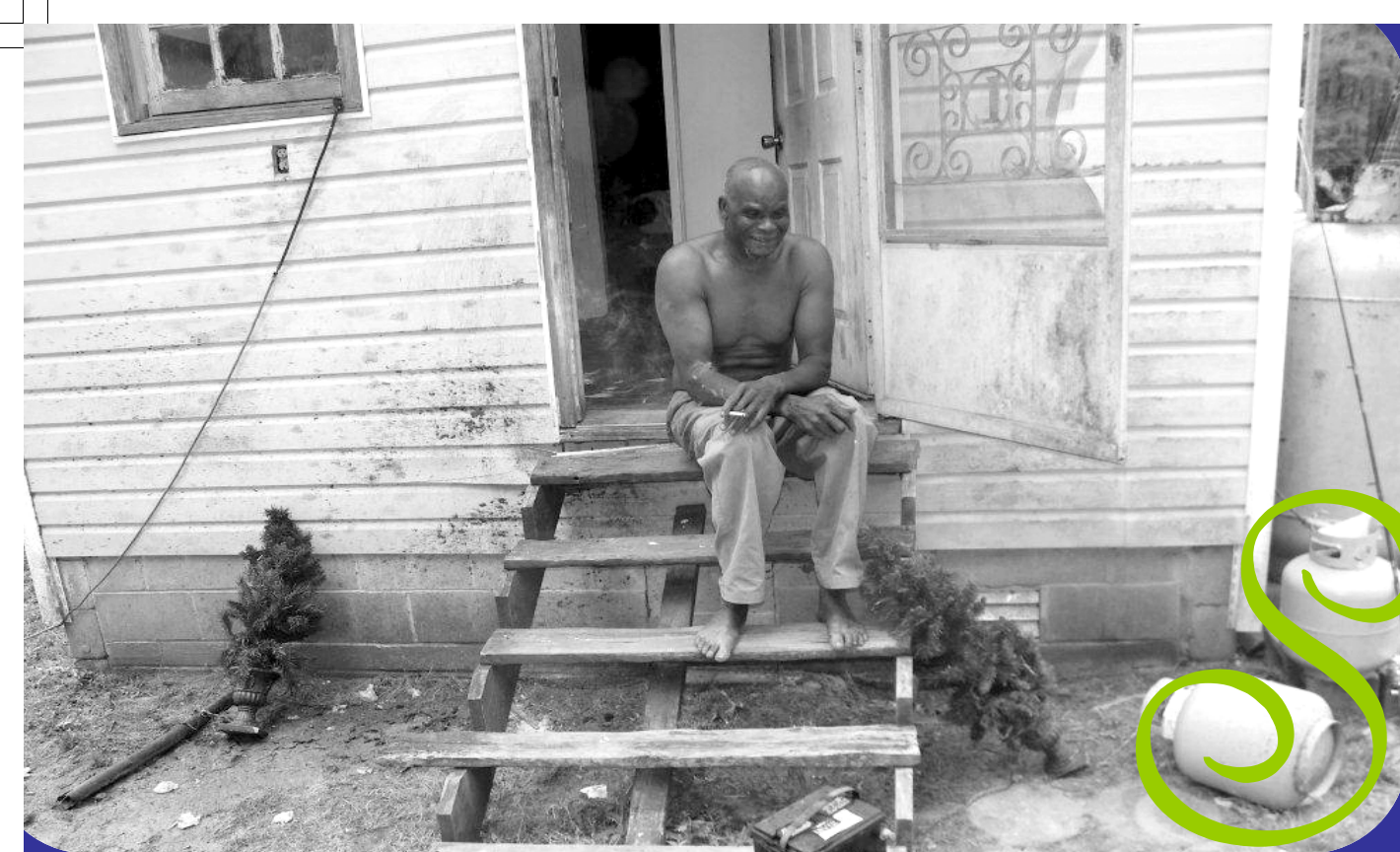
"This program is a gift from God!"

This quote is from a family member who has been assisting an elderly mother.

"the answer to a long awaited prayer".

A client couple stated that having rental assistance was

" That the office is so nice and caring and responds to the clients' needs."



Mr. Nathaniel Miller of 197 Arthur Boney Rd, Beula-ville, N.C. was an URP applicant. When I first met Nathaniel he was living in the kitchen of his home.

The roof and ceiling of both bedrooms and the living room had caved in. You could see daylight when you looked up at the ceiling in each room. We were able to

Success

repair the roof with sheathing and shingles and re-sheetrock

the ceilings. We were also able to replace the rickety steps at his back door. Our work definitely made his living conditions better but because of the URP efforts, the Weatherization Assistance Program was also able to assist him with insulating his attic and doing air sealing on his home making his home more energy efficient. The program also allowed for the installation of a vented range hood over the gas stove in his kitchen eliminating the danger of carbon monoxide poisoning. The Heating and Air Repair and Replacement Program (HARRP) replaced his small kerosene heater with a Rinnai vented gas space heater which reduced his heating costs.

Mr. Miller was one of the Agencies' fortunate applicants, who benefited from three of our programs working together to accomplish as much as possible.



WEATHERIZATION ASSISTANCE PROGRAM

Expectations

The goal of the program is to reduce the energy cost (heating and cooling bills) of low income, elderly, and disabled individuals by improving the efficiency of their homes while ensuring their health and safety. Weatherization is a federal program for

eligible low income individuals that are designed to lower monthly energy costs through insulation of the attic, floors, walls, water heaters and pipes, and performing air sealing with the use of energy audits. All applicants for assistance must qualify by meeting an income eligibility that doesn't exceed 200% of the federal poverty income guidelines (\$44,100 for a family of four).

The expectations of the Standard Weatherization Assistance Program is to complete the twelve required units with the hopes of having additional funds left in overall budget to complete additional units. Three units have been completed to date and with three more scheduled for completion by January 31 and the remaining six units completed by March 2011.

The Weatherization Assistance Program continues to provide high quality and advanced technical training in areas such as Whole House Weatherization, Infrared Camera Operations and Building Performance Institute certifications to all Weatherization personnel.

Triumphs

• The two most recent fiscal and programmatic monitoring visits from the NC Energy Office resulted in no findings. • Advertising, media interviews and community outreach presentations has built a waitlist of over two hundred applicants requesting Weatherization

DIRECTOR

Stacey Ellege

TEAM MEMBERS

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PROGRAM FISCAL YEAR

July 1 - June 30

BUDGET

\$107,518

T&TA: \$20,250



services. ● The program hired an HVAC (Heating, Ventilating and Air Conditioning) technician which has helped in the production of units while providing a more thorough inspection of heating and cooling systems. ● The program's greatest achievement is the achievement of employing a highly skilled and trained staff. This factor is reflected in the monitoring visits and the Weatherization techniques training requests from other agencies.

Stressors

● Staffing turnover and inclement weather continue to be the biggest areas of stress as it relates to meeting production deadlines and maintaining a high quality of work. ● New Weatherization Assistance Program regulations implemented by the NC Energy Office are another stressor that could lead to a lag in production. ● Clients' lack of understanding of the guidelines and limitations of the program as it relates to the type of work being performed on their homes. ● Unknown levels of future Weatherization funding are a continuous stressor from a management perspective.

Aspirations

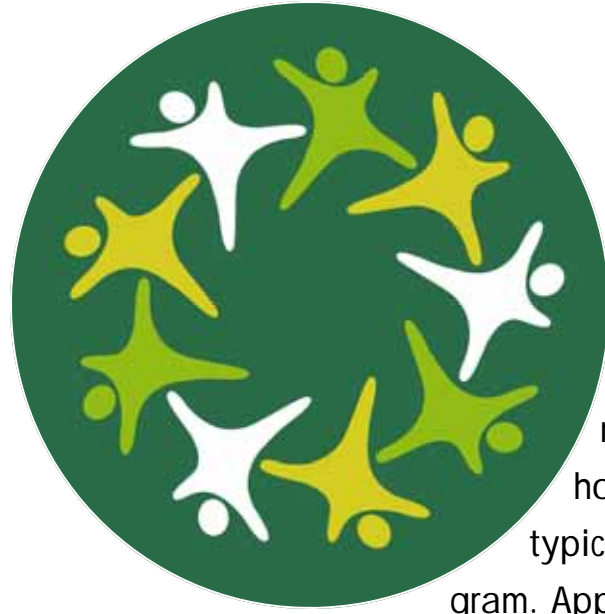
● The aspiration of the Weatherization program will be to continue to operate a model program while providing high quality services to the clients in our service area. ● Another aspiration is to implement new Weatherization techniques starting with the use of infrared cameras during the initial audit process. ● Our goal is to offer fee for service Weatherization products in the near future. Some of the products and services include residential and commercial energy audits, air sealing, insulation measures and possibly becoming a training agency. ● Other capacity building opportunities include expanding the program into other counties as the Weatherization service provider, local Weatherization contractor or utilizing the weatherization crew members to perform the work required through the Single Family Rehab Program.

I feel I won't have to spend another winter cold in my house and very hot in summer. THANKS !!!!

Vivian Studivant a WAP client

I wish you blue birds in the spring.... To give your heart a song to sing.....I wish you health, I wish you wealth, I wish you love... With more gratitude than my heart can express: THANK YOU

Ruby Eddy a WAP client



HEATING and AIR REPAIR/REPLACEMENT PROGRAM

The goal of the Heating and Air Repair Replacement Program (HARRP) can provide for the performance of energy conservation measures on primary heating systems for low and moderate income homeowners across the nation. Participants in the HARPP program are typically also served under the federal government Weatherization program. Applicants must qualify for assistance by meeting an income requirement of no more than 150% of the federal poverty guidelines.

DIRECTOR

Stacey Ellege

TEAM MEMBERS

17

PROGRAM FISCAL YEAR

July 1 - June 30

BUDGET

\$263,368

Expectations

Utilize eight different HVAC contractors to eliminate the health and safety issues related to the primary heating system in the homes of low-income households. As of January 2011, sixty of the required one hundred homes have been identified to receive HARRP services. A variety of work has been performed on the completed homes ranging from replacing a blower motor, repairing duct work to replacing the entire heating/cooling system.

Triumphs

Through the efforts of HARRP contractors, CCA has been able to provide a clean, safe heating source for homeowners by removing systems that emit high levels of carbon monoxide, such as kerosene and gas space heaters, and by eliminating the use of cook stoves as heaters when the primary system is inoperable. Not only does HARRP eliminate health and safety issues, but it has a secondary benefit with the increase efficiency of the primary heating systems that are installed, it reduces the clients energy burden which reduces the clients energy cost.



A licensed HVAC technician was hired by CCA to complete clean, tune and evaluation work on the heating/air conditioning units of qualified applicants. The technician provides client education to the homeowner on how to keep the unit performing more efficiently, and identifies safety issues with the clients heating systems in a timelier manner allowing for the client to receive our services quicker.

Stressors

- Funding continues to be the number one issue with HARRP.
- Finding qualified contractors to bid on jobs and complete them in a timely manner is another stressor.
- Another challenge of HARRP is the lack of contractors with employees wanting to perform work on HARRP jobs due to the regulations which must be followed under the Davis Bacon Wage Act.

Aspirations

- The ambition of the HARRP program is to work toward increasing the amount of funding that can be spent per unit and leveraging funds from the Urgent Repair, Single Family Rehabilitation Programs as well as USDA.
- A primary goal for the program is to maintain the licensed HVAC technician that would benefit the Heating, Air Repair or Replacement Program and the Weatherization Assistance Program.

"Miracle workers right here on earth".

T Thompson

"I thank God for my new heat/ac system that was installed in my house... now I don't have to worry that I won't have heat this winter".



SINGLE FAMILY REHABILITATION

Expectations

The goal of the Single Family Rehab Program is to make a long-term positive impact on the state's stock of standard affordable housing by encouraging the comprehensive rehabilitation of existing, moderately-deteriorated owner-occupied units, occupied by households

with one or more elderly and/or disabled fulltime household members or owner-occupied units with lead hazards and a child 6 years old or younger. The funds allow work to be completed on the homes which will bring them up to current code standards thus allowing residents to remain in their homes for a longer period of time. Applicants with household incomes below 80% of the area median income are eligible to apply. Renovation costs up to \$56,000 may be completed on any one unit, depending on additional qualifying factors such as lead based paint in the unit.

DIRECTOR

Ted Austin

TEAM MEMBERS

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PROGRAM FISCAL YEAR

Pender County

April 2009 - Dec. 31, 2010

Carteret & Duplin County

Sept. 2010 - Dec. 31, 2012

Jones County

April 2008 - Sept., 2010

BUDGET

\$400,000 Pender County

200,000/200,000/200,000

Carteret, Duplin, Jones County

Triumphs

- Successfully meeting the SFR funding goals in four rural counties in Eastern NC.
- Rehabbing homes to high standards which allowed families to be able to remain in their residences' for longer periods of time.
- Working together with CCA's Weatherization and HARRP Programs provided the funds to do extra energy efficiency and heating and cooling measures to the homes, allowing a little extra money for basic needs they previously had to do without.



Stressors

- It is difficult, at best, to find eligible applicants with homes that can be brought up to current code standards within the allowable expenditure limit of the grant.
- The standards which must be followed as determined by the grantor, NC Housing Finance Agency are very stringent and far exceed housing code. In some cases, it is difficult to meet these standards in certain areas such as air sealing measures.
- Finding licensed general contractors to bid on small jobs is an arduous task. The pool of contractors willing to complete the bid process is limited in the area served.

Aspirations

- The expectation for the urgent repair program is to complete 4 jobs in each of the four counties where the SFR program is operated by CCA.
- CCA just applied for additional funds for the SFR program in Onslow, Craven and Pamlico counties for a total funding of \$600,000 to rehab 12 homes across the three counties. Pamlico County will be a new service area for the SRF program with CCA as the grantee.

"Thank you VERY much, all of my neighbors keep stopping by just to tell me how good my house looks now!"
Pender County, Vivian Cooks

He was just at this woman's home inspecting the work that has been done!



URGENT REPAIR PROGRAM

The purpose of the Urgent Repair Program is to use funds to provide emergency home repairs for elderly, disabled, single parent homeowners or household size of 5 or more and other homeowners with special needs whose household incomes are below 80% of the area median income. The funds also may be used for accessibility modifications that enable homeowners to continue living in their homes after an injury or illness.

Expectations

10 jobs in Carteret County, ten jobs in Duplin County and 14 jobs in Onslow County. All jobs must be completed before 12/31/2011 on a total budget of \$150,000 including program support.

Triumphs

- A great triumph is improving the living conditions of thirty four families during the Urgent Repair Program year.
- The Urgent Repair Program partners with CCA's Weatherization and HARRP programs to make the homes more energy efficient and replace or repair the home's heating and cooling system.

Stressors

- It is a heavy burden to have a maximum of \$5,000 dollars to spend on a home which has many needs.
- Each program year, the program receives hundreds of applications to be scored and assessed with enough funding for only 34 homes.
- Identifying contractors who can perform high quality work at equitable rates within a reasonable time frame continues to be a concern.

Aspirations

- Continue to receive Urgent Repair Funds in order to alleviate housing conditions which pose an imminent threat to the life or safety of very low and low-income homeowners with special needs.
- Continue to leverage resources from partner organizations that also provide services toward housing repairs to the Urgent Repair Program's target audience.

DIRECTOR

Ted Austin

TEAM MEMBERS

1

PROGRAM FISCAL YEAR

June 15, 2010 - Dec. 31, 2011

BUDGET

\$150,000



Counties Served

Carteret, Duplin, & Onslow

ADMINISTRATION



Angela Bates
Executive Director



Dora J. Sprague
Human Resources Director



Dawn Koffarnus
Chief Financial Officer



Laura Jackman
Assistant Controller



Janie Mason
Accounting Technician



Margaret Lewis
Accounting Technician



John McManus
Information Technology Director



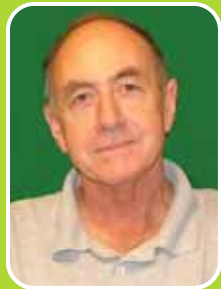
Jeff Wheat
Network Technician



Lura Taylor
ED Admin Assistant

PROGRAM DIRECTORS

Housing Services



Ted Austin
Single Family Rehabilitation/URP
Director



Nadine Sullivan
HUD Section 8 Director



Stacey Ellege
Weatherization Program /HAARP
Director



Charlotte Neely
Family Development Services Director



Maria McDonald
Children's Services Director

Family Services

Senior Services



Diane Williams
Foster Grandparent
Director



Georgia Newkirk
Senior Companion Director



Dora Jones
Retired & Senior Volunteer
Director

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Ms. Coral Estrada Flores
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Ms. Dinah Foskey
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Ms. Santana Gurley
Pamlico Child Development Center

Ms. Carmen Hardy
Duffyfield Child Development Center

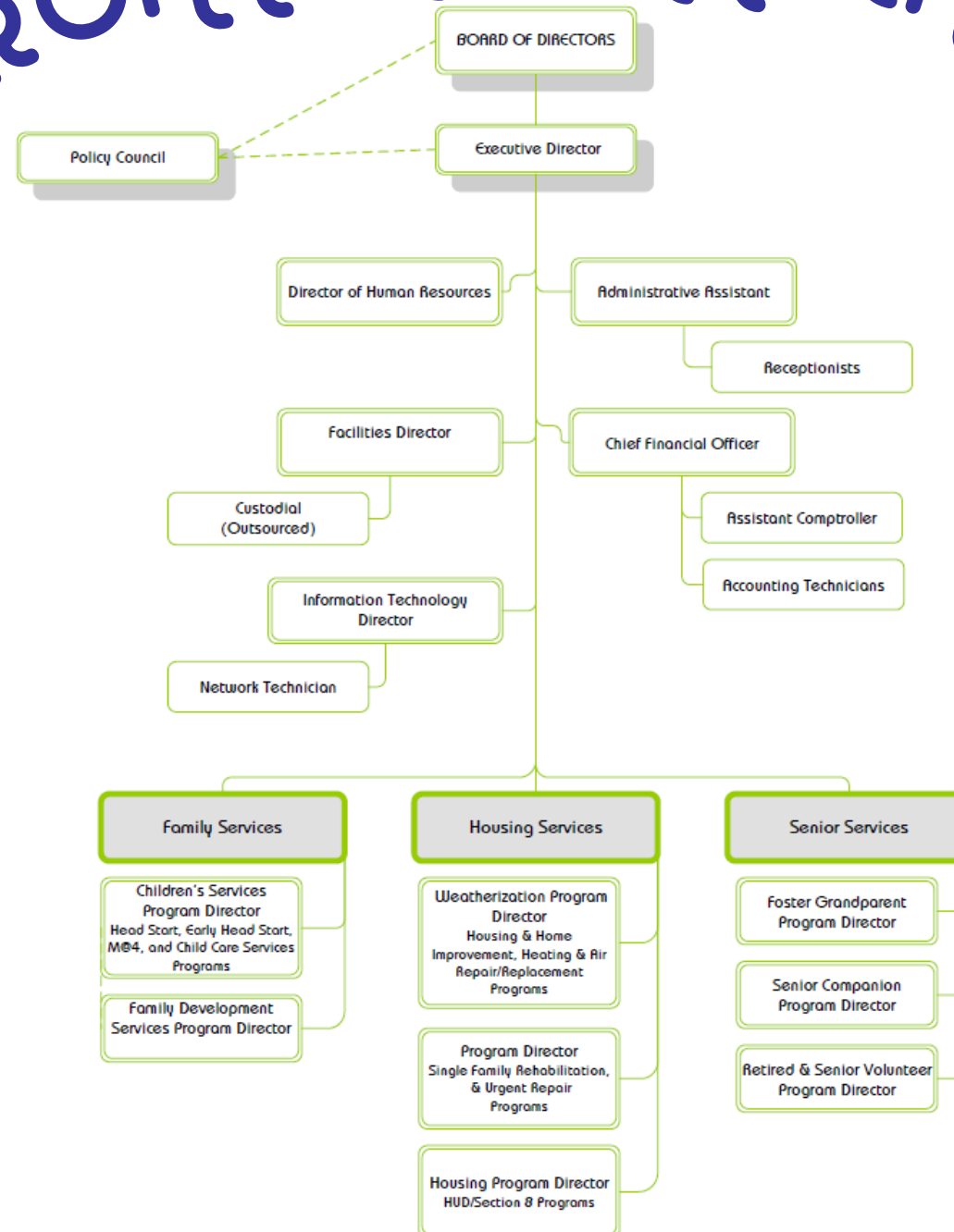
Ms. Dora Landa
F. R. Danyus Child Dev. Center

Ms. Clarissa Mason
Child Care Partner

Ms. Terri Newton
Beaufort Child Development Center

Ms. Eugene Thompson
Newport Child Development Center

ORGANIZATIONAL CHART



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