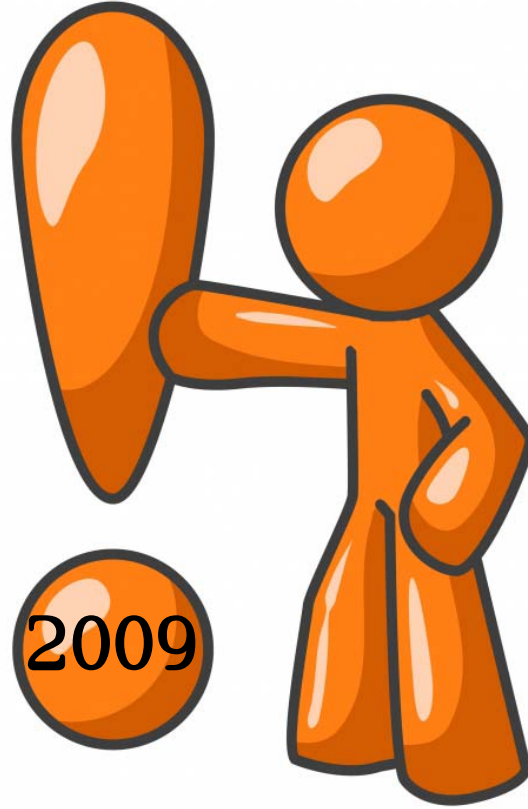


CCA



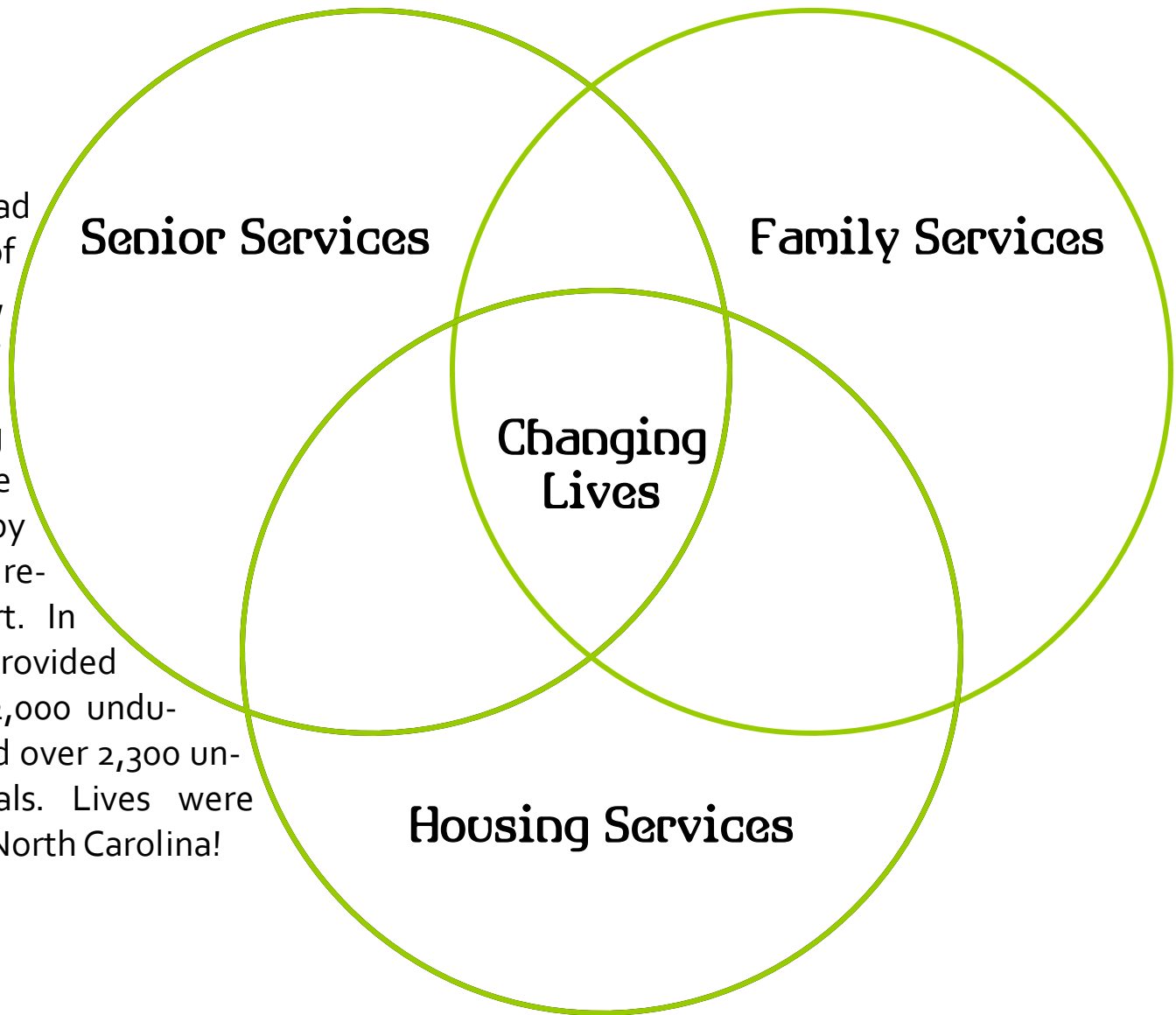
To respectfully and responsibly help people help themselves

STATE OF THE AGENCY

Coastal Community Action, Inc.

To respectfully and responsibly help people help themselves.

A common thread through all of our services, be they Family Services, Senior Services, or Housing Services, is that we help change lives by providing needed resources and support. In the past year, CCA provided services to almost 2,000 unduplicated families, and over 2,300 unduplicated individuals. Lives were changed in eastern North Carolina!



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

CORE VALUES

PROFESSIONALISM

- fostering an environment where employees are thoroughly knowledgeable about their programs and their clients
- providing the support that allows employees to expand their job knowledge and expertise, and where employees assume personal responsibility for maintaining those necessary skills
- encouraging 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

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

EMPATHY, COMPASSION & 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

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

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

It is my distinct pleasure to present this **2009 State of the Agency** report to the Coastal Community Action Board of Directors, to the Head Start/Early Head Start Policy Council, to our community partners, and to our funding sources.

Coastal Community Action has come a very long way since its incorporation as Carteret Community Action in 1965. At that time, it had three employees and an annual budget of \$27,000. Today, CCA has 185 employees and an annual budget exceeding \$12,000,000! We grew from providing services only in Carteret County, to the present service area of eight counties: Carteret, Craven, Duplin, Jones, Lenoir, Onslow, Pamlico and Pender. CCA's growth has not been without its share of ups and downs, but the dedicated board and staff have never lost sight of our mission to **respectfully and responsibly help people help themselves**. Like most Americans, we are waiting to see how the country's current economic challenges will be resolved. One thing is clear, however, and this is that demand for our services far exceeds the supply. More than 1.7 million (18.9%) North Carolinians live in poverty, 616,000 of whom are under the age of 18. 24.2% of the North Carolina children under five years of age are considered food insecure (hungry), the second highest in the nation. Over 1.75 million (21.4%) North Carolinians live each day without health insurance. The need is great.



Senator Robert Kennedy said **"Few will have a greatness to bend history itself; but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation."** While we at CCA may not be changing history, we are changing lives, one family at a time. We will continue to carry out our mission by assisting and empowering the disadvantaged, and providing them with the tools to overcome poverty, live with dignity, and achieve their full potential. We will persevere as the voice and the catalyst of empowerment and opportunity for those who cannot succeed on their own.

This report reflects the myriad ways CCA staff reaches out to the valued souls we so humbly serve. It is the principle of helping people and changing lives that has been the lifeblood of Coastal Community Action since its beginning, and this is the legacy that we want to endure.

Edith J. Travers
Executive Director

STRATEGIC PLAN

In 2006, board members and program directors reviewed and updated the three-year Strategic Plan for the Agency—a process that must be reviewed and updated during the coming year. In 2006, we revised our mission statement to more accurately reflect what we attempt to do every day: **To respectfully and responsibly help people help themselves.** Our Vision remained the same—**to be a leading force in improving the lives of those we serve**—because CCA continues to be a major player in our communities in helping individuals and families achieve self-sufficiency.

The 2006 Strategic Plan includes five goals and objectives that identify where the Agency wants to go in both the short- and long-term. This report briefly addresses these five goals—the growth we’ve made, and where we need to continue working.

1

Provide all eligible clients in our service area with needed services

This goal is on-going, and CCA continues to do a credible job of providing services to our clients, program by program. Monitoring reports from our various funding sources bear this out—we generally receive high praise for the services we provide to our clients. We have become more “service oriented” rather than “program oriented,” though this continues to be a challenge.

Most of our programs have a data base system that addresses the unique requirements of their respective programs. Children’s Services utilizes *Galileo*, a web-based application designed for Head Start and Early Head Start programs. The program tracks the progress of children and families, and simplifies the process of developing the annual Program Information Report (PIR) that is submitted annually to the funding agency. The Office of Economic Opportunity (OEO), our funding source for Weatherization, HARRP, and CSBG Family Services, utilizes *AR4CA*, an acronym for Accountability Results for Community Action, to efficiently provide the information required by each of the programs. Section 8 utilizes The Housing Authority Manager (HAM) to maintain data on participants and landlords. Our Foster Grandparent and Senior Companion programs utilize VOLTRAX, and the Retired and Senior Volunteers (RSVP) utilizes the Volunteer Reporter system to manage participant data.

When these various systems were put in place, we placed the web-based common intake on hold, but we have come to recognize that none of the above programs will replace the web-based common intake system that CCA began to development in 2005. The purpose of the common intake system is to provide a one-stop intake process for all of the programs operated by CCA, enabling us to provide services in a more seamless and service-oriented manner. The system will allow a participant potential access to all of the programs that CCA offers by providing intake information and verification only once. Based on the intake information provided, the system will identify other programs that the participant may be eligible for, and the intake interviewer or reviewer might point out other programs that could be of great service to the family in need. Thus the common-intake form is again under consideration as a method of one-stop service for our potential clients, who are already frustrated by the myriad barriers they must hurdle to receive services, both from CCA and other social service agencies.

Agency staff are remarkable partnership-builders and networking experts! In each of our counties, we have numerous partners in both the faith-based and community organizations sectors. We partner with the Craven, Carteret, and Pamlico Counties to provide Head Start/More-at-Four blended classrooms in our Child Development Centers. We remain committed to in-



creasing the services provided throughout the Agency to the largely underserved Hispanic community. During the 2008-2009 program year, almost 14% of the children enrolled in Head Start/Early Head Start come from Spanish-speaking families. This represents a significantly higher percentage of Hispanic children than are in the general population, where it is 1.5% to 4% in the four counties in our service area. Our case managers in the Family Development Services program reach out to this segment of the population as often as possible, and with the cooperation and support of the Bilingual Resource Specialist in Children's Services.

Program Directors work diligently to ensure that we are providing services to the maximum number of clients through their respective programs, and we consistently reach more than the minimum numbers mandated by a specific program contract.

Through the use of CCA community needs assessments and data gathered by other agencies and service providers, we have made decisions to modify our services in some areas (as in the decision to change from center-based service to home-based

services in Jones County), or to discontinue programs in other areas (as in the decision to close the Infant/Toddler Early Intervention Program). These decisions are always made after much consideration and deliberation, and always with input and guidance from the Board of Directors.

Strong relationships with federal and state legislators, grantors, and professional groups are important to CCA. Staff participates in the NC Community Action Association's *Legislative Day* at the state level, and in the National Community Action Foundation's *Legislative Conference* at the national level. These events provide us with the opportunity to present our representatives, both state and federal, with a snapshot of what CCA is doing for low-income families in eastern North Carolina, and to stress the importance of on-going and increased funding for necessary services. We also communicate frequently with our elected officials via email or written communication as issues arise which affect CCA programs and our participants.

CCA has an active and dedicated Board of Directors. With the exception of two slots on the board of directors reserved for

2

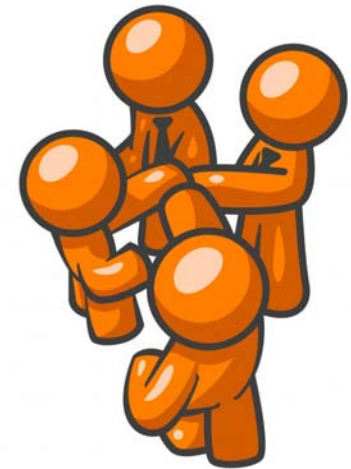
Develop and maintain an informed and effective Board of Directors

elected officials or their representatives, all others are filled, and a nominee for one of these two vacant seats will be placed before the board at the May meeting. Per the requirements of the *Improving Head Start for School Readiness Act of 2007*, the board took appropriate steps to ensure that we have members with a legal background, with a strong financial background, and with early childhood experience

and education.

The board has not yet established formal written plans for the recruitment of all board members, nor have they established a succession process for officers and directors.

No steps have been taken to expand board committee membership to include individuals who are not active board members, though this has been identified as a strategy to maintain ties with influential leaders in our com-



munities, and as a possible source of new board members. No formal board evaluation process is in place, although the board does more closely monitor member attendance, and takes steps to act on those who do not attend regularly. Board members complete a *new member profile* when coming on board, which allows the board chair to identify the strengths and board goals of each member. The next step in this process is to identify training needs of each board member, and to provide opportunities to address these needs.

3

Establish a system which makes CCA the employer of choice

Staff turnover within the Agency overall is far less than it was in past years. During the past 12 months, staff turnover has been reduced to about 16%, which represents a significant decrease from three years ago when we experienced a 30% turnover rate. With the public schools realizing serious budget shortfalls for 2009-2010 and possibly being forced to cut staff, we anticipate losing fewer classroom staff

to the public schools (where the retirement system is better), or to other child care programs where the teacher requirements are not as stringent as they are within the HS/EHS program.

The performance evaluation system in place is one which is specifically tied to job descriptions or work plans. Employees are evaluated on an annual basis by their immediate supervisors. One of the objectives not yet met is a review of the performance evaluation system to ensure that it has linkages to staff training systems.

We implemented a four-tiered plan with Blue Cross/Blue Shield in the provision of employee-paid health care benefits, so that employees have more than one choice of options, should they wish to insure their spouse, their children, or their entire family.

The 401(k) employer-match has been increased to a dollar-for-dollar contribution up to 4% of an employee's salary. The board has asked that management strive to increase this up to 5% of the employee's salary, and we are almost there!



In 2008, we modified the educational assistance policy, setting limits on annual support (\$2,000 per employee), subject to the availability of training funds in each program. This policy also requires any employee who receives educational support to repay all funds, or a prorated portion thereof, should they leave CCA's employ within a three (3) year period.

CCA does not have a formal Management Development Plan. We have not developed a written plan to ensure that managers receive on-going training in the areas of employee relations and supervisory skills, though this is still one of the objectives.

4

Increase Agency sustainability and discretionary funding

As we entered into the new millennia, Coastal Community Action's Board of Directors recognized the need to raise the Agency's unrestricted fund base as a requirement for the long term survival of the Agency. In the Strategic Plan, several business segments were identified as opportunities to raise unrestricted cash and increase the Agency's Net Unrestricted Assets. Three of these business opportunities are:

Childcare Services

One of CCA's long range goals is to grow the Agency's presence in this important segment of business—the "low-hanging fruit" of our three-tiered effort. CCA has been in the child care business for many years, and can grow its profitability by better controlling spending, more efficiently staffing classrooms, and better marketing of the services for growth. With attention to details this segment earned \$140 thousand during the most recent fiscal year.

Weatherization for Profit CCA Home Energy Services

This business will market weatherization services to clients who are not eligible to receive Weatherization Assistance Program services, but who can afford to pay for the services. A Business Plan is currently under development to validate and quantify the market for the services, and to identify start up opportunities and resources used to grow the business capacity to meet the expected demand.



Affordable Housing

CCA currently owns three rental properties purchased in 2008 and 2009. Two properties are in the Trent Creek subdivision in New Bern, and the third is a stand-alone property in the town of Smyrna, just off Highway 70.



5

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

We continue to work on upgrading the condition of Head Start in-kind facilities. During this past year, funds were budgeted to repair and improve the appearance of the main entrance at the Duffyfield Child Development Center. Years and weather had taken their toll on the entrance, the long steel and wood overhang, and the concrete walkway that led up to the front door. The leaking façade over the front door was removed, the sagging covered walkway was cut down, and the broken up concrete was cut up and all were removed from the site. A new and more modern façade with a short overhang to divert rainwater to the sides of the entrance was built, and a new concrete walkway was formed and poured. The improvements resulted in better rainwater management and traffic flow. It added one or two more spaces to the parking lot, and improved the aesthetics of the entryway. New Signage was added to all Child Development Centers to present a uniform appearance to all facilities, identifying them as a part of Coastal Community Action and connecting the centers to CCA and our role in the community.

The organizational structure of CCA is straightforward and clearly-defined. The locations of the seven child development centers in three different counties make supervision and oversight challenging, but we are confident that the current organizational structure allows us to overcome inconsistency in both expectations and outcomes.

The Board of Directors has adopted a *Management Succession Plan* outlining procedures to follow if the executive director is no longer in that position, either short- or long-term. With this plan in place and implemented, any disruption in the management of CCA should be minimal.

Administrative support for the Agency programs continues to improve, though further improvement is necessary. Program Directors define their annual goals through a written work plan which is discussed with and approved by the Executive Director. These work plans become the basis for annual performance evaluations. Informal meetings with program directors as initiated either by the executive director or the program director are held on an as-needed basis. Meetings with the executive director and all program directors are held periodically, though not every month as they once were. Improving this support to program directors remains an objective. The financial reporting systems in place have resulted in better and more easily understood financial reports to the Board of Directors and the Policy Council. Program Directors have been receiving their respective financial reports on a more timely and consistent basis, and this has helped in the communication between central administration and the respective programs.



The executive director implemented sporadic "*Lunch and Learn*" sessions open to anyone in the administrative office. These sessions last about 1.5 hours, and are on a variety of topics: stress reduction, generational workplace attitudes, living in poverty, etc. These informal sessions are meant to provide staff with quick, effective training and/or information that helps them become more productive in their respective jobs.

HUMAN RESOURCES

Human resources are an integral part of Coastal Community Action, and over the past year the Human Resources Director has continued to strengthen and develop effective systems which will ensure long-term success of our most valuable asset, our employees.

She has developed electronic tracing systems for work-related incidents/injuries, worker's compensation claims, family medical leave requests, and unemployment claims. This has allowed the Agency the ability to monitor and track the status of each individual component and case, and to more effectively manage each area.

She developed and implemented a web-based Annual Employee Survey which will provide a comprehensive overview regarding employee job satisfaction and their outlook on agencies systems and management, and will be utilized annually to assist in strategic planning, in addition to providing a longitudinal comparison of the Agency's progress.



Monthly Policy Alerts were developed and distributed to all employees, providing them with an increased awareness of Agency policies and procedures, thereby ensuring a more functional work force. She has updated the wage scale and has begun the triennial wage comparability study.

The interviewing and hiring process has been enhanced to include the development of a benefits flyer which is given to each new hire, clearly identifying CCA's benefits package. She has completed an audit and update of all employee personnel files to ensure that they meet federal, state, and program standards.

These efforts on so many fronts have resulted in a decrease in staff turnover. During the past twelve months, staff turnover has been reduced to about 16%, which represents a significant decrease from that of three years ago, when the Agency staff turnover rate exceeded 30%.

Finally, she has served as the “creative editor” of this *State of the Agency* report. For those of you who have received previous State of the Agency reports, you will see some significant changes in this one. She has spent many hours on this project, which is clearly outside the parameters of the Human Resources Director’s job description, and I am most appreciative.

FINANCE

Financial competency and accountability are critical for any successful corporation. As management, we don’t take lightly these responsibilities which have been delegated to us, and we continue to strive for transparency in all our actions. I am pleased to report that CCA received a good audit report, presented to the Board of Directors at their January 2009 meeting. CCA received an “unqualified opinion,” the highest of the three audit opinions. The report indicated that CCA was in strong financial condition. No material weaknesses in internal controls were identified, there were no reported deficiencies, and no occurrences of noncompliance material to the financial statements were noted. McGladrey and Pullen, our auditors, reported that this audit report was the result of combining strong internal controls, qualified management, and a committed and involved Board of Directors. As a comparison of how we have grown financially over the past ten years, I have included a *Comparative Balance Sheet History* and a *Statement of Revenue and Expenses* for this same period of time.

CCA’s clean audit report was the result of combining strong internal controls, qualified management, and a committed and involved Board of Directors.



Comparative Balance Sheet History

September 30, 1999 thru March 31, 2009

	9/30/99	9/30/00	9/30/01	9/30/02	9/30/03	9/30/04	9/30/05	9/30/06	9/30/07	9/30/08	3/31/09
Assets											
Cash	645,172	90,830	125,167	119,718	38,671	52,692	298,643	426,677	957,789	1,036,233	1,313,868
Accounts Receivable	379,114	562,060	507,740	662,118	458,315	377,734	309,657	582,668	244,428	530,919	76,346
Prepaid Expenses	25,561	5,499	6,354	1,623	28,205	17,150	19,716	20,367	32,656	33,733	46,314
Notes Receivable	860	893	1,253	1,253							
Other Assets	602	3,002	7,552	10,482	7,482	7,482	4,432	4,432	4,432	4,432	4,432
Net Property & Equipment	817,492	691,897	605,185	731,347	1,718,648	3,319,755	4,217,485	3,985,085	3,937,417	3,776,391	3,842,798
Total Assets	1,868,801	1,354,181	1,253,251	1,526,541	2,251,321	3,774,813	4,849,933	5,019,229	5,176,722	5,381,708	5,283,758
Liabilities											
Accounts Payable	250,926	197,987	201,138	514,962	536,434	408,202	131,596	190,055	148,614	115,506	204,387
Accrued Expenses Payable	296,749	285,975	369,813	312,367	133,471	230,963	307,076	243,254	239,453	309,686	144,726
Deferred Revenue	363,412	155,452	70,417	48,432	87,545	65,034	160,718	261,168	293,365	96,510	
Capital Leases Obligations	48,289	24,078	12,571				39,611	25,047	8,761	3,139	3,139
Notes Payable					694,492	161,792					
Mortgage Payable						2,202,813	3,360,983	3,296,810	3,224,101	3,153,311	3,129,609
Total Liabilities	959,376	663,492	653,939	875,761	1,451,942	3,068,804	3,999,984	4,016,334	3,914,294	3,678,152	3,481,861
Unrestricted Net Assets	909,425	690,689	599,312	650,780	799,379	706,009	849,949	1,002,895	1,262,428	1,703,556	1,801,897
Total Liabilities & Net Assets	1,868,801	1,354,181	1,253,251	1,526,541	2,251,321	3,774,813	4,849,933	5,019,229	5,176,722	5,381,708	5,283,758

Statement of Activities Comparison

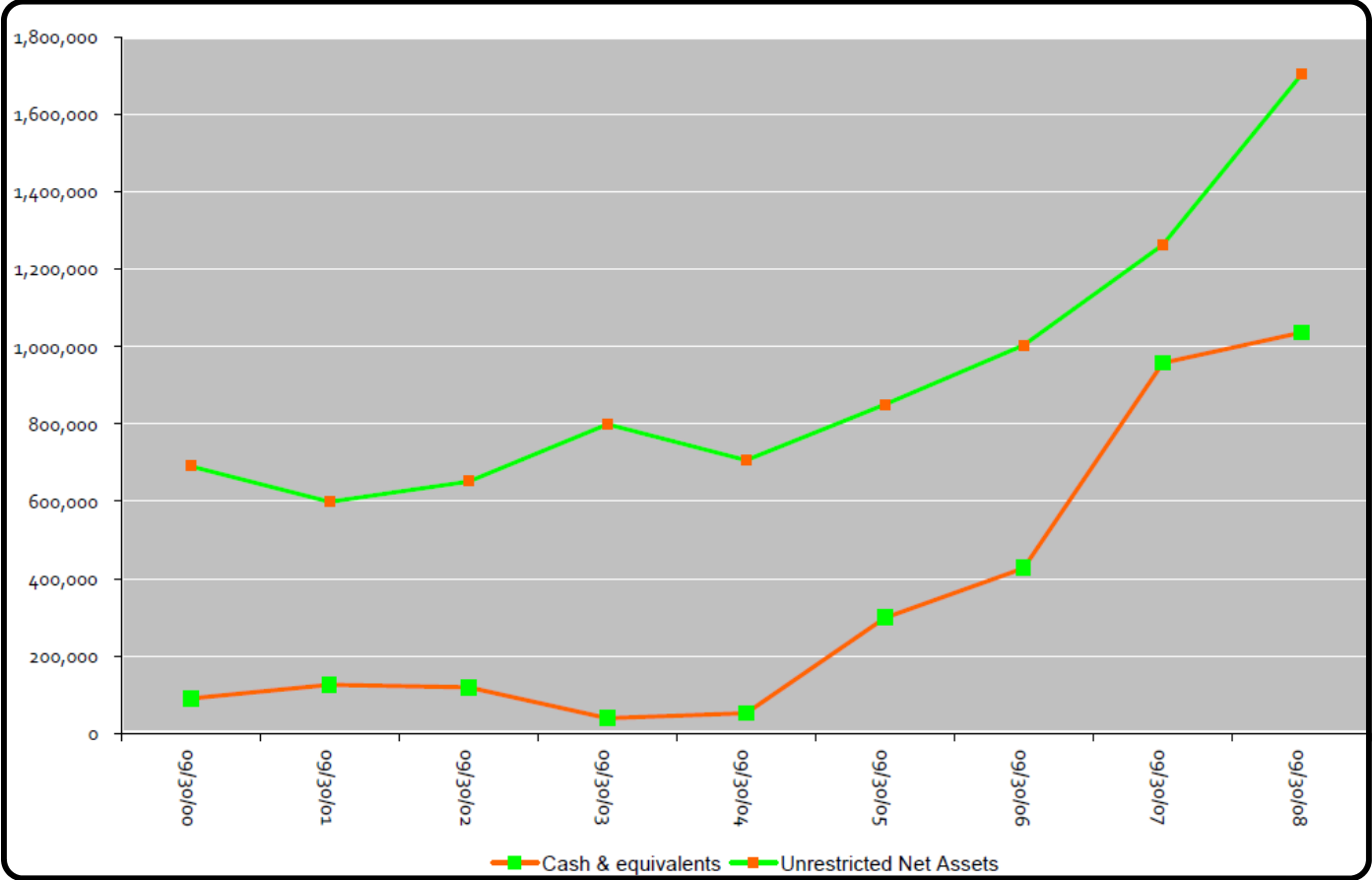
Fiscal Year 1999 thru 2008

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Revenue										
Federal Funds	7,636,238	7,505,237	7,861,318	9,512,604	9,649,223	9,498,431	9,579,987	9,474,065	9,473,193	9,934,781
In-Kind	685,861	845,918	1,325,829	1,302,236	1,311,890	1,534,194	1,623,929	1,670,730	1,829,177	1,550,370
State Funds	206,888	356,806	338,009	546,129	226,381	114,979	155,087	192,279	447,180	606,683
Local Funds	54,178	45,984	43,306	77,890	57,281	44,548	62,724	63,232	63,217	98,962
Contracted Services	127,125	72,511	860,774	485,078	568,891	399,713	396,298	415,021	477,790	523,002
Other	39,229	59,267	54,195	233,720	37,925	126,839	289,941	438,799	420,472	54,249
Total Revenue	8,749,519	8,885,723	10,483,431	12,157,657	11,851,591	11,718,704	12,107,966	12,254,126	12,711,029	12,768,047
Expenses										
Child Services	5,119,379	5,399,460	6,232,792	6,340,310	6,518,648	7,419,244	7,610,563	7,477,833	7,424,786	7,437,156
Housing Assistance	1,089,594	1,142,633	1,343,408	1,583,975	1,711,095	1,816,166	1,744,847	1,770,442	1,822,541	1,888,012
Housing Repairs	417,874	510,935	1,115,531	1,718,465	1,299,221	660,201	522,951	699,462	1,043,859	904,548
Community Services	297,490	320,777	308,213	371,098	377,882	327,340	304,957	354,941	306,723	312,896
Senior Programs	613,341	670,538	630,746	635,987	683,250	644,415	723,408	648,753	759,663	689,810
Other Programs	273,867	479,176	428,669	789,645	392,215	167,035	332,505	434,012	406,669	399,980
Management & General	546,446	580,940	515,449	666,709	720,681	777,673	724,795	715,737	687,255	694,517
Total Expenses	8,357,991	9,104,459	10,574,808	12,106,189	11,702,992	11,812,074	11,964,026	12,101,180	12,451,496	12,326,919
Change in Net Assets	391,528	(218,736)	(91,377)	51,468	148,599	(93,370)	143,940	152,946	259,533	441,128

Finance plays a significant role in the day-to-day operation and administration of every program within the Agency. In addition to the on-going management of CCA's \$12,000,000+ budget, the CFO is also a key player in the identification and development of other opportunities to move the Agency forward in building our unrestricted net assets so that CCA is less vulnerable, should federal or state funding be delayed. This graph depicts the Agency's growth in the past ten years. Our efforts in this regard are summarized in my narrative on Goal 4 of the Strategic Plan.

A system for billing parent fees and controlling the resulting accounts receivable using Quick Books on line program is being live-tested and debugged at the Beaufort Child Development Center. The system allows for centralized oversight and intervention, if needed, while distributing to each center all of the input, billing, and collections activity. Once live testing is completed at the Beaufort Center, the system will be migrated to each center that offers Childcare Services.

Cash & Unrestricted Net Assets Comparison



INFORMATION SYSTEMS

Over the past six years, CCA has grown to the extent that our focus has changed from simple data collection to providing a secure environment that supports the Agency in its entirety as a provider of services to low-income families. No longer are we an agency that operates a group of disconnected programs.

We have purchased and implemented a software backup device that provides continuous data protection and allows for retaining a copy of backed-up data at an offsite location. All remote locations have been connected to the Newport Administration Building over a secure private network, facilitating current information management and future systems upgrades. We purchased and implemented an improved e-mail security and spam filtering device that reduces junk e-mail by nearly 90%. We also purchased and deployed laptop computers to all Head Start Administrative Staff and Center Managers, resulting in greater efficiency and improved productivity.

The Agency is now implementing a document management system to provide a more efficient means of storing paper and electronic documents, and serving as the foundation for disaster recovery. Looking forward, this will allow for even greater efficiencies by dramatically reducing the need for paper documents and the need to store said documents. To support document imaging throughout the organization we have replaced all copiers with more advanced machines, allowing the submission of electronic documents to the main office and to the document management system.

Webcams have been placed at all Child Development Centers to provide greater transparency and improve security. Access to camera feed from each location is limited by password protection.

Under consideration is the purchase of a video-conferencing solution that will facilitate training and minimize the need for extensive travel to attend mandated staff training sessions. It will also provide the ability to offer consistent presentations to all by digitally recording instruction and training sessions.



"We never believed that we could achieve the American Dream of owning a home. Now, we are a part of that dream."

Manuel and his family were one of many requests forwarded to Head Start Family Case Management during the Christmas Holidays in 2007. Their home was severely sub-standard with no source of heating, and the weather was dropping below freezing. With a wife and three small children (one of whom attends Head Start) in the house, the case manager and the bilingual specialist worked quickly and collaboratively to move this family out of crisis. The two partnered with an advocate at DECHLA (Down East Council on Hispanic and Latino Affairs) who requested members of the council to inspect the heating system to see if it could be repaired. It was determined that repairing the system would be too costly for the family, and particularly not worth the effort because of the poor condition of the home. The DECHLA advocate then forwarded an application from Self-Help Credit Union to see if the family could qualify to purchase a better home. The case manager and bilingual specialist met with the family to assist them with completing the application. Once all documents were received, the family was pre-approved for up to \$75,000 to purchase a new home. As the primary breadwinner, Manuel was an excellent manager of the income for his household. The family had no credit card debt and had nearly \$5,000 in a savings account. Self-Help Credit Union was able to approve the family without a traditional credit history by using their payment history for lot rent and utility bills. The family desired to purchase a spacious mobile home with a large plot of land so their children would have a place to play.

Even with the pre-approval, the language barrier caused the family to be reluctant to contact a realtor on their own to help in their search for a home. The case manager contacted Neuse River Community Development Corporation (NRCDC) to find a realtor who would work with a low-to-moderately low-income level family. A representative from NRCDC suggested a realtor from Keller-Williams Realty in New Bern. The realtor agreed to assist the family, and quickly located three listings within the family's price range. The bilingual specialist and case manager accompanied the family to view several homes over a period of four months until they found the perfect three-bedroom home in a safe, quiet neighborhood.

Manuel and his wife closed on their new home August 19, 2008.



Thank you to the teachers at Duffyfield HS program, who prepared me for the long academic journey ahead. (recent UNCW graduate and winner of chancellor's Achievement Award).

When my husband lost his job, I really didn't know how we were going to make ends meet. I was pregnant, working part-time, and working on my degree. If it had not been for the self-sufficiency program at CCA, my family and I would not have made it through the difficult times.

Having my kids in the HS program permitted me to obtain my BS degree, allowed me to look for jobs and interview for different positions. I am happy to say I was hired as a Juvenile Court Counselor in Craven County!



There is no doubt that it was around the family and the home that all the greatest virtues, the most dominating virtues of human society, are created, strengthened and maintained.

My house has heat and my grandbabies love their new beds. They are not sleeping on the cold floor this Christmas. Nobody has ever done anything so nice for me.

This is what the program is all about! We are supposed to move on to better ourselves so someone else can have the opportunity to move up in their lives by utilizing the HS program and giving their children the opportunity to be better prepared for traditional school settings.

Never lose heart and never let anyone measure our success in this battle in dollars and cents. They don't do it for regular wars—for good reason—so it should never be done for this war on poverty.

FAMILY DEVELOPMENT SERVICES

« DIRECTOR

Charlotte Neely

« BUDGET

\$423,299

Community Services Block Grant
\$357,588
Head Start
\$65,711

OTHER STAFF »

Case Managers 6

PROGRAM YEAR »

July 1 - June 30

Lyndon Johnson said of the family: It is the cornerstone of our society. More than any other force it shapes the attitude, the hopes, the ambitions, and the values of the child. And when the family collapses it is the children who are usually damaged. When it happens on a massive scale the community itself is crippled. So unless we work to strengthen the family, all the rest—schools, playgrounds, public assistance, and private concerns—will never be enough.

EXPECTATIONS

CCA's Family Development Services program works with families. Through many efforts, we empower low-income families and individuals by offering a variety of services and activities to help them set and achieve goals to move out of poverty. Families are assessed to determine their strengths, and are provided the necessary tools to help them plan a course of action for 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 help them-



selves. Self-help workshops and seminars are also presented as additional training tools. 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, legal aid services and home ownership preparation. Family Development provides two service components: Case Management and Self-Sufficiency.

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 resolve crises, meet their pervasive needs 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.



The Self-Sufficiency component is designed to make a measurable impact in the lives of families and the communities in which they live. 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 crisis interventions case-by-case. Families and individuals may be eligible for this type of assistance for up to five years as long as they meet the criteria for program participation. Provisions are made for elderly and disabled persons to participate in this project for up to 12 months for support services and stabilization.

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 at JobLink Career Centers in Carteret, Craven, Jones and Pamlico counties.

TRIUMPHS

Case Managers assessed more than 600 individuals for goal-setting in the Family Development Services Program as of December 31, 2008. A total of 113 Head Start/Early Head Start families were enrolled in Case Management; 38 of these families were dually-enrolled in Case Management and Self-Sufficiency. A total of 118 families were enrolled in Self-Sufficiency, including 19 persons who were either elderly and/or disabled.

Between July 1, 2005 and June 30, 2008, 54 families moved above poverty as a result of participating in Self-Sufficiency project activities.

Self-Sufficiency Results PY ending June 30, 2008

25 out of 117 participants received employment; 11 of those jobs included a full benefits package.

The average wage rate for the 25 participants receiving employment was \$9 per hour.

The average increase in income per participant family was \$9,193.

28 participants were enrolled in a degree, certificate, or GED program. 17 completed an educational program as follows: nine earned Associate Degrees, four earned a license/certificate for a specialized study, three earned GEDs, and one earned a high school diploma. The remaining 11 participants continue to work towards completing their educational goals.

Six participants secured standard housing, 8 enrolled in classes for home ownership preparation, and 1 became a home owner.

425 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 2008, donations were provided to over 1300 participants through such partnerships as Toys for Tots (U.S. Marine Corps), Shop with a Cop (Fraternal Order of Police), Advocating for your Child (Zeno Temple I.B.P.O.E.W. and New Bern Church of God), The Shoe Boutique/Uniforms PRN, and various other private donations.

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. Additionally, with higher unemployment rates in the service area, it becomes increasingly difficult for many heads of households to gain employment earning a living wage with adequate medical benefits.

Inadequate resources to prevent immigrant families from falling through the trenches for needed services are ongoing stressors.

ASPIRATIONS

In Family Development Services, we are striving to

- 1) strengthen our cultural competency and sensitivity skills by implementing on-going classes/opportunities for staff;
- 2) develop and implement an Individual Development Account program, including a series of workshops for participants to become involved in an IDA; and
- 3) secure additional public and private funds for program sustainability.

CHILDREN'S SERVICES

HS/EHS, More at Four, Child Care Services



« DIRECTOR

Maria McDonald

« BUDGET

\$5,340,075

US Health & Human Services
\$4,272,060.00
Non-Federal Share
\$1,068,015.00

OTHER STAFF »

Management & Specialists	15
Teaching Staff	103
Home Based Staff	4
Support Staff	22

PROGRAM YEAR »

Sept. 1 - Aug. 31

We need to reach children early—if they go without food, if their home is inadequately heated, if there is little stimulation, they will have a tough time in life. Research clearly shows that positive educational, social, and health interventions in the pre-school years help children succeed in school and life. Through the children's services programs at Coastal Community Action, we provide this critical assistance.

EXPECTATIONS

CCA Head Start and Early Head Start are comprehensive child development and family focused programs which serve high-risk children from birth to age 5, and their families. The program is child-focused and has an overall goal of increasing the school readiness of young children in low-income families. To achieve this goal we are committed to a set of core values that include: quality services, inclusion, family empowerment, community collaboration, child, family, and staff learning, advocacy, overall wellness, and diversity.



Counties Served

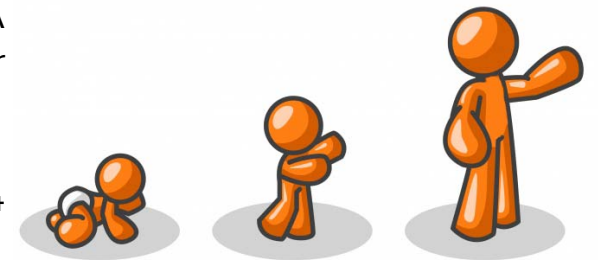
Carteret, Craven, Jones & Pamlico

Operating under federal grants, Coastal Community Action, (CCA) is the “grantee agency,” whose fiduciary role is to provide a wide range of services—including early education, health, nutrition and family development—to low-income children and their families. The blueprint for operation of a Head Start program is contained in federal Head Start regulations, known as the “Performance Standards,” which describe the services that must be provided by grantee agencies and establish the standards that must be met with the delivery of those services. As a grantee agency, CCA has overall legal and fiscal responsibility to ensure that the program operates in compliance with these standards.

On December 12, 2007, President Bush signed into Law the *Improving Head Start for School Readiness Act*. This Act included several revisions to the Head Start Program. Of the changes, the most significant is in Program Governance. Other changes include increased teacher aide qualifications, services to homeless children and families, increased reporting requirements, and changes in program defunding procedures.

Head Start is different from virtually all other anti-poverty programs in that it requires parent involvement in the design and delivery of services to children and families. 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 to 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 Head Start program. Locally, Head Start centers operate parent committees and plan for center-wide parent training events, parent activities, and parent-child celebrations.

At present, CCA Head Start is funded to serve 617 children, and Early Head Start serves 124 children. Both programs are required to maintain waiting lists.



CCA Head Start and Early Head Start provide a high-quality, developmentally-appropriate educational program to children and their families. In addition, the program(s) ensure that children receive needed medical services, including age-appropriate screening and immunizations, dental check-ups and needed dental care, nutrition and social services. A Family Partnership Agreement is

developed each year to help identify goals that will improve the ability of the family to meet their needs and address their assets. Often, this involves making connections to education, training or employment. Home visits are utilized to ensure that HS/EHS staff is more fully aware of the family strengths, needs and relevant issues.

Additional goals include the provision of a successful and enjoyable experience for children while assisting families as they strive for empowerment and accomplishment; building upon the individual strengths of families to meet their own needs in helping them become self-sufficient; and strengthening linkages within communities.

MORE AT FOUR
Total Budget
\$727,538

In addition to the Head Start and Early Head Start Program, CCA also offers More at Four Pre-Kindergarten and Child Care Services. More at Four offers preschool services to promote kindergarten readiness for qualified at risk children in a setting and with a schedule that mimics that of the local school system. CCA currently serves 217 four year old children funded by both Head Start and the State Preschool Program, More at Four. This number has dramatically increased since 2006, when only 67 children were served. Enrolled children receive a full day of services, compared to the part day of services Head Start children are provided. Teachers are required to hold a preschool certification or licensure from the State. Additional guidelines specific to More at Four include such things as specific compensation requirements, total days of service, teacher aide qualifications, and family eligibility guidelines.

The Head Start funding received for these children ensures that all of the Head Start requirements are met. These services include family services, mental health and health services, screening for child sensory and developmental needs, parent training, and consultants for nutrition and other relative needs. CCA blends Head Start and More at Four to provide a plethora of services for the child and family.

CHILD CARE SERVICES
Total Projected
Budget \$557,000

Child care service is a fee-for-services component providing high quality childcare at 6 of CCA's Child Development Centers in Craven, Carteret and Pamlico Counties. Parents utilize this service in conjunction with Head Start, Early Head Start, and More at Four for wrap around care or in a full-day, full-year capacity. Numerous child care options are available to meet the needs of parents who are working, in job training, or in school. Through this component, we serve children whose families are provided child care subsidy through the Department of Social Services, or who

privately pay for services if they do not receive or qualify for public assistance.

In all of our children’s programs, we offer a developmentally-appropriate curriculum, materials, and equipment for children. Lesson plans reflect abundant child-focused learning activities designed to enhance the development of math, science, language and literacy skills. Individualization occurs regularly to ensure that each child has opportunities to build self esteem through positive feedback and one-on-one adult-child interactions. Children are provided portion and nutritionally-approved meals funded by the USDA’s Child and Adult Care Food Program.

Triumphs

Implemented full utilization of a web-based data management system (Galileo) that includes features for monitoring, reporting, and children’s literacy programs.

Purchased one new bus and a second is on order, for better and more-reliable transportation.

Purchased learning software to enhance child learning in early math and science.

Replaced all center signage to reflect the hub of programs and services offered at each site. Centers are now called Child Development Centers.

Increased star ratings at our Centers so that we now have three five-star centers, and three four-star centers.

Maintained full enrollment in both Head Start and Early Head Start.

Selected as one of 25 Early Head Start Programs in the nation to be awarded the *Little Voices for Healthy Choices* Project Grant.

Increased community collaborations through the addition of four new More at Four collaborative classrooms in Craven and Carteret Counties, and one in Pamlico County.

Completed a thorough self-assessment and had record BOD involvement.

Conducted ESL courses at Pamlico and Duffyfield Child Development Centers.

Continued to experience high staff retention and provided staff a 2% COLA from our local budget.

Created a Children’s Services link where documents, links, and comments can be shared in addition to a Teacher Idea Board to share activities and get feedback from peers.

Promoted staff training by encouraging participation in the tuition assistance program, where 2 management staff and 9 teaching staff are receiving assistance at this time.

Created a help desk for maintenance, technology, and support issues. This electronic system has instant notifications which allows provider to be immediately notified.

STRESSORS

- Transportation is a continuous challenge. Limited transportation resources (i.e. aging bus fleet, bus ride time limitations, etc.) create challenges in transporting many families outside our transportation zone. We are addressing the issue of the aging bus fleet by purchasing new buses.
- Our Spanish speaking population is significant (about 14% of our children), and our ability to provide services in the home language of our clients is being tested. More bilingual staff is needed. A portion of our federal Quality Improvement funds to be received under the American Recovery and Reinvestment Act (ARRA) will be utilized to provide a Spanish Course to staff.
- Increasing the computer competence of staff as our technological resources continue to grow.

ASPIRATIONS

- Increase the leadership skills of all staff.
- Build upon staff technology capabilities to enhance the use of resources available within the program.
- Provide courses to increase our ability to communicate with our ever-increasing Spanish speaking population.
- Ensure that all child development centers receive and maintain a five-star rating.
- Enhance monitoring systems to ensure timely completion of all health screenings and exams.

PROGRAM DATA

Head
Start

Funded Enrollment: 617	Federal Funding (Operations): \$4,224,500	Funding for TTA: \$47,560	Non Federal Match: \$1,068,015
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Counties Served by Head Start: Carteret, Craven, Jones, Pamlico

Early
Head Start

Funded Enrollment: 124	Federal Funding (Operations): \$1,411,459	Funding for TTA: \$35,286	Non Federal Match: \$361,686
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Counties Served by Early Head Start: Carteret, Craven, Jones

STAFF DATA

Head
Start

QUALIFICATION	CDA	AA	BA	MA
Teacher	0	20	22	2
Teacher Aide	1	3	1	0
Home Visitor	0	1	1	0
Supervisor	0	3	2	1

Early
Head Start

QUALIFICATION	CDA	AA	BA	MA
Teacher	3	13	7	0
Teacher Aide	0	0	0	0
Home Visitor	0	1	2	0
Supervisor	0	1	4	0

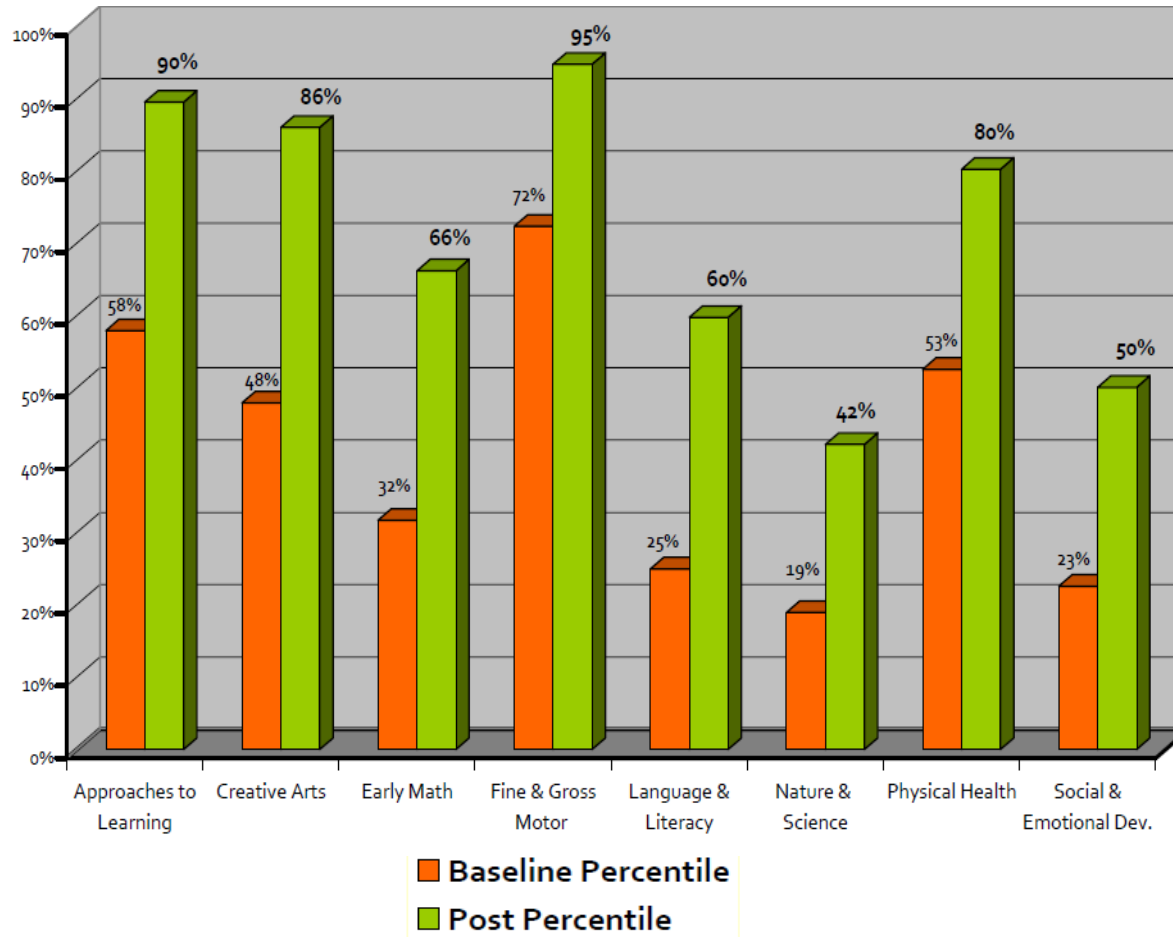
Staff
Race

American Indian or Native Alaskan 0	Asian 0	Black or African American 61	Native Hawaiian or Pacific Islander 0	White 33	Bi-Racial or Multi-Racial 1	Other 0
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Total Staff Proficient in a Language other than English: 3

CHILD DATA

HEAD START CHILD OUTCOMES



CHILDREN WITH DISABILITIES

HEAD START 63

Determination

Prior to Enrollment: 35

During Enrollment: 28

Total Disabilities by Type

Emotional/Behavioral Disorder: 3

Speech or Language Impairment: 52

Autism: 3

Non-Categorical/Developmental Delay: 5

EARLY HEAD START 14

Determination

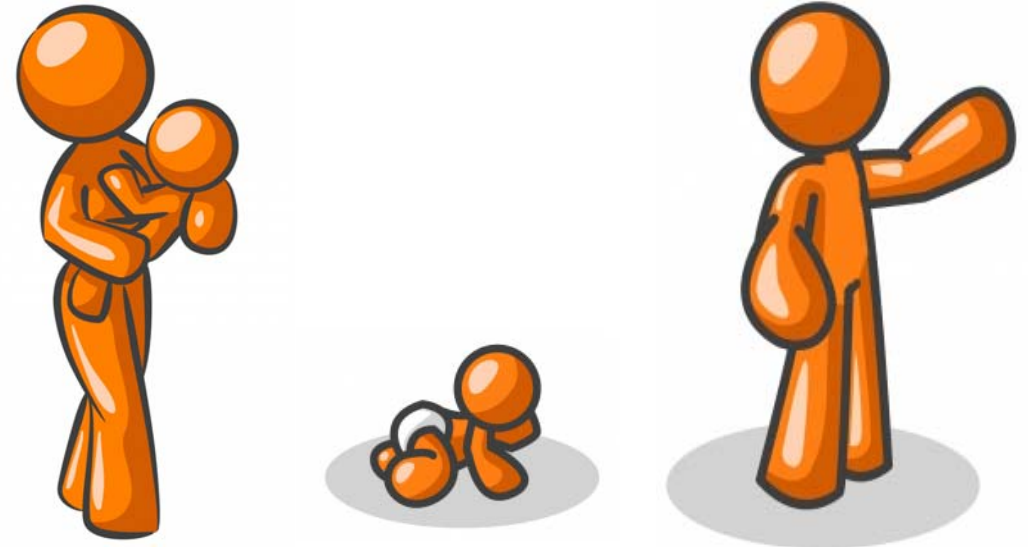
Prior to Enrollment: 8

During Enrollment: 6

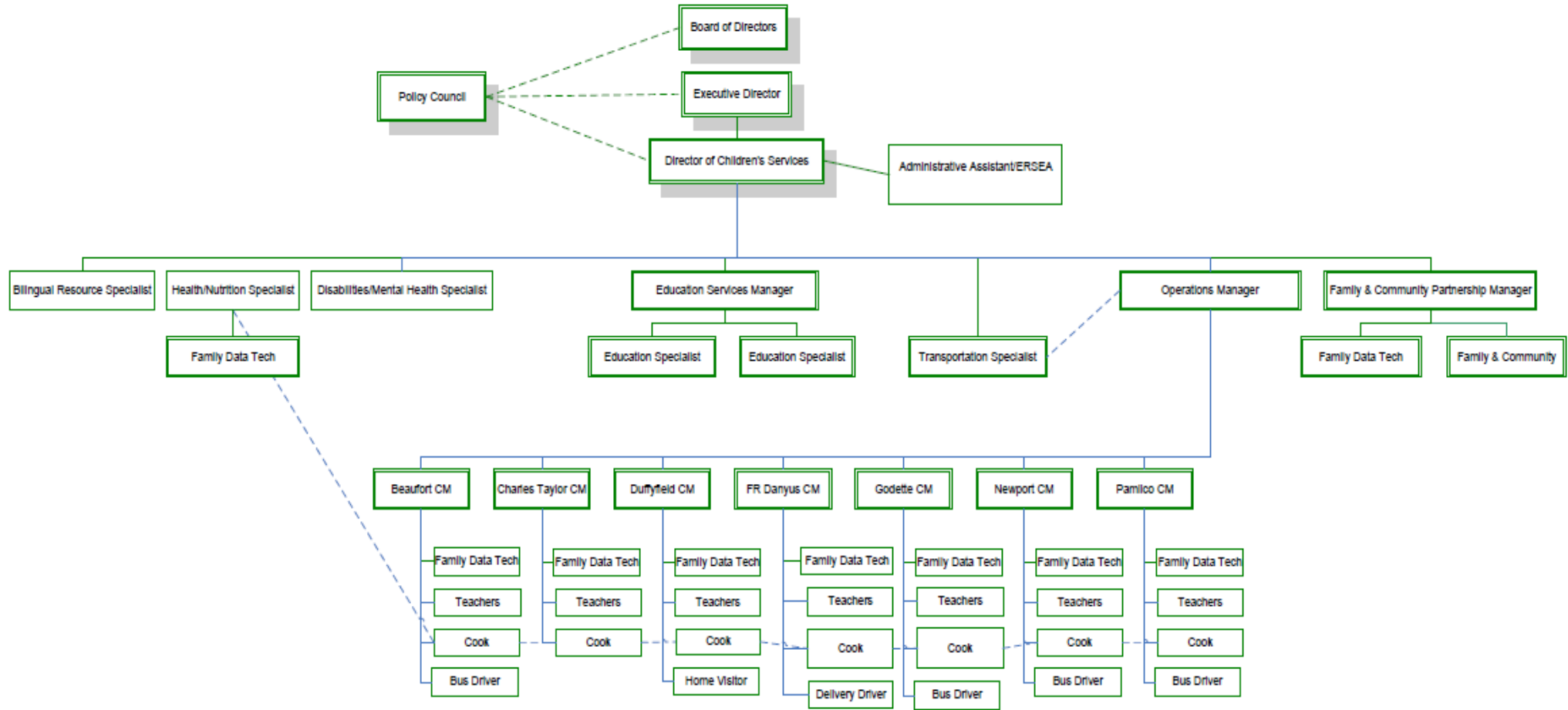
Family Data

Services Provided	HS	EHS
Emergency/Crisis Intervention	84	32
Housing Assistance	65	31
Transportation	184	23
Mental Health Services	32	18
ESL Training	69	3
Adult Education	155	41
Job Training	102	19
Substance Abuse Prevention and Treatment	10	1
Child Abuse/Neglect Services	22	11
Domestic Violence Services	20	3
Child Support Assistance	15	7
Health Education	363	106
Assistance to families of incarcerated individuals	12	2
Parenting Education	494	120
Marriage Education Services	9	3

Education Level of Families Served	HS	EHS
Total with less than High School Diploma	164	30
High School Diploma or GED	270	72
Some College/ Training/Associate degree	238	61
Bachelor's or Advanced Degree	14	4



CHILDREN'S SERVICES ORGANIZATIONAL CHART



“Marie is an idea person. The Foster Grandparent Program has allowed her ideas to come to fruition, and has impacted us all by the way she uses her talents and lives her life.” *Marie’s supervisor*

Marie came to the Foster Grandparent Program (FGP) with a *bang*! At the required orientation/training for the program, she informed us that she would have to be absent for a month in February because she was going to Kenya, Africa to dedicate a well that she had raised the money to build. Upon being assigned to Morehead Middle School as a foster grandparent, she immediately engaged the students in her international affair. She connected with her friend and superintendent of schools in Kenya, and established a pen pal exchange between Morehead City Middle School and Bungoma, Kenya. She enticed the entire seventh grade to participate in this pen pal project. Before the pen pal project began, Marie spoke with the class to explain the project and create awareness of the cultural differences between our countries. Because of this project, the students learned letter writing skills and were educated on an international problem. Then, she pulled off the impossible—she arranged for Rev. Jared Olaka, from Bungoma, Kenya to be a guest speaker for the Morehead Middle School seventh grade class. The students were amazed and blown away by being able to meet, in person, someone who experienced what they had been reading about. The students were engaged, asked brilliant questions, and walked away growing in more ways than any of us could understand.

This phenomenal volunteer did all of this, and more, in addition to her *one-on-one tutoring* in reading at the school. She is more than willing to participate in any additional training sponsored through the FGP, such as Human Resource Development/Carteret Community College and training provided by the Area Agency on Aging. She has been an inspiration to everyone she encounters—students, teachers and project staff. You can readily see why this energetic *young lady* was selected as a Governor’s Outstanding Service Award recipient for 2008. *Hats off to Ms. Marie!*



On behalf of our mother, we are so grateful for our volunteer. There are not enough words to show our thanks for this service!

THANK YOU FOR THE **RSVP** VOLUNTEER IN MY CLASS-ROOM. **SHE HAS BEEN AN AMAZING ASSET!**

Without the senior companion's help, I would never have been able to handle the regimen with my mother and the damage shingle caused to her eye. Thank you!

I don't know what I would have done if it had not been for the Foster Grandparent Program. After I lost my wife, I was at a tremendous loss and the program saved me...it gave me purpose!

Whatever you pay her (the SC) it is not enough! She is a godsend.



We are lucky to have her (the senior companion). She has a wonderful sense of humor and can bring a smile even when we're a bit down.

Our SC has been a blessing to my wife and me. She goes beyond her duties as a volunteer. She is truly a champion lady who does a fantastic job.

I am 90 years old and I know when something is good, and I've got it. I pray I can keep her (the senior companion) to the end of my life!

Due to the SC providing care for my husband, I have been able to continue working.

If it was not for the SC, I would have to put Mama in a nursing home. Thank you!

SENIOR SERVICES

FOSTER GRANDPARENT PROGRAM

« DIRECTOR

Diane Williams

« BUDGET

\$347,708

Corporation for National & Community
Service
\$301,633
In-kind
\$32,075
Local cash
\$7,000

VOLUNTEERS»

**82
Foster Grandparents**

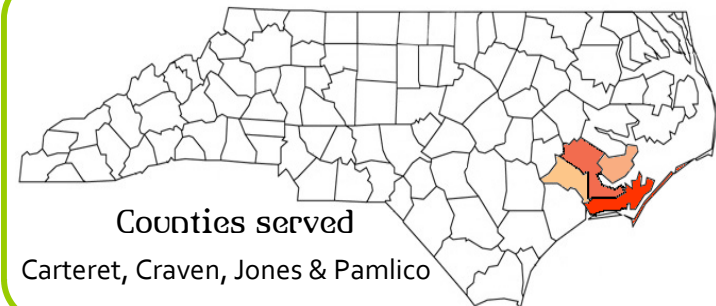
PROGRAM YEAR»

July 1 – June 30

When you share your love, time, and experiences, you have the power to help a child who needs you. Put simply, you give the kind of support that sets a child on the path toward a successful future.

EXPECTATIONS

CCA's Foster Grandparent Program (FGP) plays an important role in establishing such a foundation for children. It provides services to children with special and/or exceptional needs through the service of older adults (60 and above) who contribute from 15-40 hours per week at contracted public/private non-profit volunteer sites. Assistance is provided with academics, school readiness, mentoring, etc. Eligible volunteers receive a small stipend (\$2.65 per hour), an annual physical exam, meals, travel reimbursement, liability insurance and annual recognition for their service to children.



TRIUMPHS

Eighty-two FGP volunteers were successful in assisting approximately 600 children to meet their respective personal goals through their one-on-one intervention.

Services were provided at local Head Start centers, public schools, developmental centers, hospitals and daycare/after school programs.

Services were expanded to two additional volunteer sites and one new, previously un-served geographical location.

The FGP *Volunteer of the Year* was nominated and selected as a Carteret County recipient for the Governor's Award for Outstanding Service.

Knowledge of the Foster Grandparent Program has been tremendously enhanced, as evidenced by the number of inquiries/applicants and the requests for foster grandparents from potentially new volunteer sites.



STRESSORS

- Ensuring that the educational capabilities of current volunteers are enhanced by providing more meaningful and age-appropriate in-service training
- Becoming more visible and effective in Jones County; currently, we have only one site at Trenton Elementary School
- Obtaining additional local financial support from the counties served, enabling CCA to expand services benefiting both seniors and children
- Continuing to meet the local 10% match of federal funds received, and identifying and securing in-kind contributions for the volunteers, thereby ensuring that the requirement of 80% of the federal funding is utilized for support of volunteers

ASPIRATIONS

- Continue to seek more opportunities to be visible in the counties we serve, with an emphasis on increasing our presence in Jones County
- Foster a better understanding and interaction between senior programs and the other programs sponsored by CCA
- Keep CCA case managers better informed of changes in program eligibility and other relevant updates so that the CCA “*single point of applicant entry*” can be more effectively utilized

SENIOR COMPANION PROGRAM

« COORDINATOR

Georgia Newkirk

« BUDGET

\$312,770

CNCS	\$181,938
Carteret County	\$46,052
Craven County	\$52,810
Jones County	\$9,452
Pamlico County	\$1,960
Lenoir County	\$4,800
In-kind	\$15,758

VOLUNTEERS »

76
Senior Companions

PROGRAM YEAR »

July 1 - June 30

One of my heroes, Hubert Humphrey, characterizes the moral test of a society as how that society treats those who are in the dawn of life: the children; those who are in the twilight of life: the elderly; and those who are in the shadow of life: the sick, the needy and the handicapped.

EXPECTATIONS

Through the efforts of our volunteers in the Senior Companion Program in-home services to the elderly and handicapped are provided, allowing them to remain independent later in life. Family Caregiver Support Program (FCSP) funds focus on providing periods of relief for primary caregivers of homebound individuals. The Senior Companion volunteers are adults, 60 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 with much-needed respite. Senior companions receive a small stipend (\$2.65/hr), a physical exam, and as funds allow transportation costs to/from the work station.



TRIMPHS

Seventy-six (76) volunteers have assisted approximately 170 clients an average of 8-30 hours per week, depending upon the assessed needs of the client/caregiver. Through the diligent efforts of the program director, the number of volunteers working through approved worksite stations has increased. Volunteer recruitment is successful.

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 in-home respite services utilizing volunteers. Through the support of the FCSP, services increased from two counties to four counties in our service area.

- The excessive cost of transportation is a problem.
- The need to identify and establish agreements with other agencies in Carteret, Craven and Jones Counties to host, assign and supervise volunteers is a continued challenge.

STRESSORS

ASPIRATIONS

- Funding for the Senior Companion Program is limited, and therefore there is little opportunity to increase services. Concerted efforts will be made to identify additional funding from other sources which would allow us to increase sorely-needed services in the five counties served by the Senior Companion Program.
- The program plans to continue providing education to the volunteers regarding community services available to them and their clients, as well as the caregivers they serve.
- Increasing coordination with programs providing aging services to fill the gap for essential services.

RETIRED AND SENIOR VOLUNTEER PROGRAM

« COORDINATOR

Dora Jones

« BUDGET

\$ 71,619

CNCS	\$45,595
Carteret County	\$17,500
In-kind	\$8,524

VOLUNTEERS »

**226
Retired Seniors**

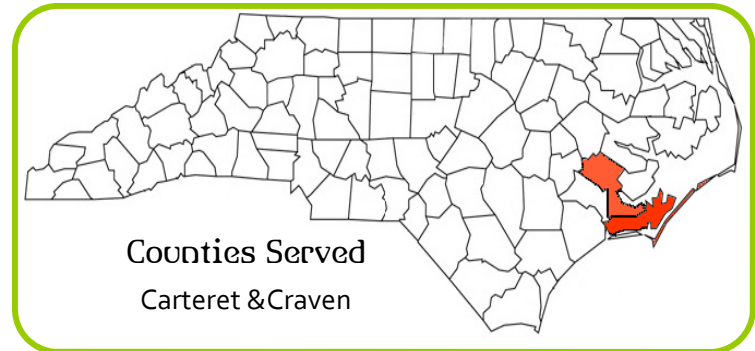
PROGRAM YEAR »

July 1 - June 30

Martin Luther King, Jr. once said that "Everybody can be great because anybody can serve. You don't have to have a college degree to serve, you don't have to make your subject and your verb agree to serve. You only need a heart full of grace, a soul generated by love." When you volunteer, you're not just helping others—you're helping yourself. Volunteering leads to new discoveries and new friends. It helps you live longer and promotes a positive outlook on life.

EXPECTATIONS

The RSVP program gives volunteers the opportunity to put their skills and talents to good use. They share their experiences by mobilizing other volunteers, mentoring youth, assisting with natural disasters, cleaning up the environment, and feeding the hungry.



TRIUMPHS

The dedication of RSVP volunteers to serving this community shows in the work that they accomplish. Many of our volunteers contribute countless hours to helping out those in need. Several of these volunteers were honored for their selfless acts of volunteerism with the Outstanding Award on Volunteerism. They were Hal Taylor (Shipp Program), Marie Infinito (Head Start), Carol Smith (The History Place) and Susan Thompson Davis (The Chamber of Commerce).

The partnership of the RSVP program and the Newport Police Department has been a good one. Volunteer hours are calculated at \$18.04 per volunteer hour. With the ten Volunteers in Police Service (VIPS) volunteers, the town of Newport has saved more than \$33,281 for the year. These officers have been featured in the State and National Law Enforcement magazines as a model to be used by other departments. Chief Jeff Clark was voted "Chief of the Year" for his insight and hard work. He credited a lot of his success to the partnership with RSVP.

RSVP volunteers have made a significant impact on this community in many ways. Volunteers at Martha's Mission worked four days a week to feed as many hungry individuals and families as they could. During the year they served more than 9,561 families and 3,357 families. These volunteers pick up, sort and pack food bags for those in need.

Other volunteers serve by delivering hot meals to home-bound seniors in our community. They have become a valuable asset to the home-bound senior by making sure they are fed and in good health. They are the eyes and ears for those who are in need. These volunteers make sure the home is in good repair and report any visible problems they may see.



The lack of public transportation in our service area is an ever-growing concern, and the RSVP program has responded to this need. RSVP transportation volunteers use their own vehicles to get clients to and from medical appointments, and to fill prescriptions in a timely manner. These volunteers provide medical transports to Durham, Greenville, New Bern, Jacksonville and locally.

STRESSORS

The reduction in the number of seniors volunteering is a concern. With the downturn in the economy, and seniors seeing a dramatic loss in their retirement savings, more older individuals are looking for paid employment, resulting in fewer volunteers over the age of 55.

ASPIRATIONS

Continue to recruit volunteers in Craven and Carteret County for essential services to seniors, such as transportation for medical appointments.

Happy homeowners and a healthy and safe home—a perfect example of how the SFR program works!

Debra and Steven purchased a home in Jacksonville without knowledge that the septic system was inadequate and had been condemned. After many failed attempts to hold the past homeowner and the real estate company responsible, they began a letter-writing campaign to state and federal legislators, and eventually to then-U. S. Senator Elizabeth Dole. An aide in Senator Dole's office told them about CCA and the Single Family Rehabilitation (SFR) Program.

Debra called our office, submitted an application, and was found to qualify for the program because of a disability. The SFR rehabilitation specialist assessed the home, noting two significant problems at that time. One was the septic system, and the other was a large amount of standing water beneath the house. Plans were made to renovate the home, including installing a new HVAC system, gutters, proper drainage, and a septic system. During the rehabilitation process it was discovered that a contributing factor to the standing water under the house was a leaking septic drain line, resulting in raw sewage backing up under the house, creating a health hazard to both this family and those households surrounding them. A new septic system was installed, the old system was crushed, and gutters were installed with downspouts that diverted rain away from the crawl space. After drying, the crawl space was disinfected with a bleach solution, sand was spread under the house to allow for proper drainage, new plumbing lines were installed, and a plastic vapor barrier was spread throughout the crawl space.

The Outcome? Both the homeowner and the community benefitted - septic and moisture problems for the family were resolved, and the sewage was no longer leaking on to other home sites in the community.



There are no words to tell you how grateful I am for all you've done for me. Thanks from my heart.

I WAS AMAZED AT THE DIFFERENCE I FELT THE DAY OF THE INSULATION INSTALLATION.

THIS PROGRAM IS GOD-SENT FOR LOW-INCOME PEOPLE.

Thank God there are people like you that are willing to help.

Every day I feel very blest that HUD exists. Thank you!

I feel I won't have to spend another winter cold in my home and very hot in the summer. Thanks!



I like being treated as an equal, not some low-class citizen because I need assistance.

I really appreciate everything that was available to me and the kind services I received. Much thanks and gratitude.

You truly feel for people. I think it's more than a job; it's helping people.

HOUSING SERVICES

HUD SECTION 8 RENTAL ASSISTANCE PROGRAM

« DIRECTOR

Cindie Garland

« BUDGET

\$1,931,389

HUD/Section 8	\$1,890,708
HUD FSS	\$36,556
United Way Grant	\$4,125

OTHER STAFF »

Housing Specialist	2
FSS Coordinator	1
Housing Assistant	1

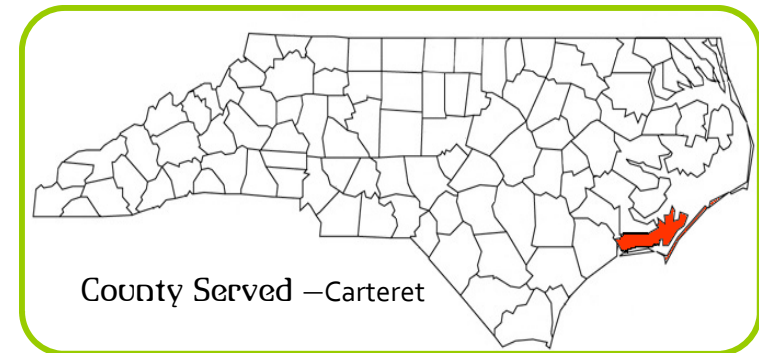
PROGRAM YEAR »

Oct. 1 - Sept. 30

Housing, along with food and clothing, is one of the three basic human needs. Yet it is surprisingly easy to overlook just how essential housing is to our quality of life—both for individuals and communities.

EXPECTATIONS

HUD Section 8 is a rental assistance program funded by the U.S. Department of Housing and Urban Development (HUD), providing assistance for low-income families in the private rental market through the Housing Assistance Payments (HAP) component. These payments subsidize the balance of the rent to the property owner. CCA's role is to assist eligible clients to find decent, safe, and affordable housing in Carteret County.



- Eligible family income must be below 50% of Area Median Income, which currently is \$59,476 in Carteret County. This 50% equates to \$28,500 for a family of four.
- Program participants pay no more than 30%-40% of their monthly adjusted income toward rent and utilities.
- Preferences include: Homeless, Domestic Violence Victim, Disabled, Elderly, and Working.
- Assistance is currently provided to 444 rental families, with an average subsidy of \$309 per month. Through this program, we also have the option of using funds to support home ownership for eligible families.
- In 2009, 63% of our clients are defined as Extremely Low Income, with an average annual household income of \$10,708 for the Elderly and/or Disabled, and \$12,316 for other participants.
- Voucher holders: 45% occupy a one-bedroom unit, 36% occupy a two-bedroom unit, 17% occupy a three-bedroom unit, and 2% occupy other units.
- Our 2009 participants are 79% Caucasian, 20% African-American, and 1% Hispanic.

The Section 8 Family Self Sufficiency (FSS) program is a program for up to 30 families receiving rental assistance who would like to be free of all government assistance programs. The program provides an escrow (savings) account for clients while they are working toward self sufficiency. As of April 1, 2009, 23 of the 30 Self Sufficiency families have escrow accounts, with an aggregate balance of \$57,652. Forty-five (45) 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, annual car inspections, and prepaid gas cards. A FSS client must meet the qualifications to receive transportation assistance, such as actively seeking employment or enrolled in a job training or educational program. Due to the low United Way fund drive in 2008, the awarded amount decreased from \$5,500 to \$4,125 for fiscal year 2008-2009.

TRIUMPHS

Coastal Community Action, Inc. recently purchased a manufactured home in Smyrna, NC with HUD Section 8 unrestricted funds. This unit is now leased by a Section 8 family.

CCA landlord/owner participants have increased by 25%.

The HUD team established a Disaster Action Plan for the Section 8 staff and clients.

The Revolving Loan account fund was increased from \$5,000 to \$7,500 to assist tenants with security deposit requirements.

A bi-annual landlord newsletter and quarterly tenant newsletter were developed to increase awareness of the HUD Section 8 program.

Tenant and landlord surveys were conducted to capture customer service skills feedback. 98% of the 40% who responded were pleased with the HUD Section 8 staff professionalism and expertise.



STRESSORS

- The need for safe, decent, and affordable housing remains an ongoing challenge for the residents in Carteret County. Rental housing in Carteret County is not affordable to households making less than 80% of the area median income (\$59,476). The Fair Market Rent as determined by HUD in Carteret County is \$602 for a 2 bedroom unit.
- 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 who have to travel in personal older vehicles.
- The U.S. Census Bureau indicates that 10.4% of the population in Carteret County is unemployed, and 10.7% live below the poverty level, which in 2009 is \$22,050 for a family of four. Given the current economic climate and the resultant need for housing assistance, Section 8 applicants are finding the wait time to be 24 months. This length time has doubled since 2007.

ASPIRATIONS

- Upgrade the Housing Authority Management system from a DOS version to a Windows-based system.
- Help participants achieve greater self-determination by increasing their skills and/or income through our HUD Family Self Sufficiency program.
- Provide a seamless transition of client counseling services from HUD Family Self Sufficiency to Family Services program.
- Increase our home ownership vouchers by 25% by promoting and assisting clients in achieving home ownership.
- Become a HUD approved housing counseling agency, which will enable us to better provide advice on buying a home, renting, defaults, foreclosures, credit issues, and reverse mortgages.
- Apply and obtain one to three additional funding sources to assist clients in obtaining affordable housing in Carteret County.
- Create a HUD Section 8 website on the CCA homepage to improve our customer service needs.
- Develop a Fair Housing Plan to promote non-discrimination and ensure fair and equal housing opportunities for all our clients.
- Complete 25 hours of HUD staff training in 2009.

WEATHERIZATION ASSISTANCE PROGRAM

« DIRECTOR

Stacey Ellege

« BUDGET

\$555,195

Department of Energy and
Health and Human Services

OTHER STAFF »

Office Assistant	1
Field Supervisor	1
Crew Members	2

PROGRAM YEAR »

July 1 – June 30

Weatherization works! Since the inception of the Weatherization Assistance Program in 1976, more than 6.2 million homes of low-income families across the nation have been weatherized. It is a record of service to some of society's neediest citizens that benefits all of us by reducing our energy dependency, improving the environment, and stimulating economic development in low-income communities.

EXPECTATIONS

The goal of the weatherization program is to reduce the energy cost (heating and cooling bills) of low income, elderly and disabled individuals. Weatherization refers to the insulation of attics, floors, walls, water heaters and pipes, duct sealing, and the performance of air sealing with the use of a blower door. All applicants for assistance must qualify by meeting an income requirement at no more than 200% of the federal poverty guidelines. During the past program year, a total of 88 units were completed. This program year, a minimum of 65 units must be weatherized. The program will be



receiving more weatherization funding, but the average expenditure per home has been also been increased. The result is that more extensive weatherization measures will occur for each home.

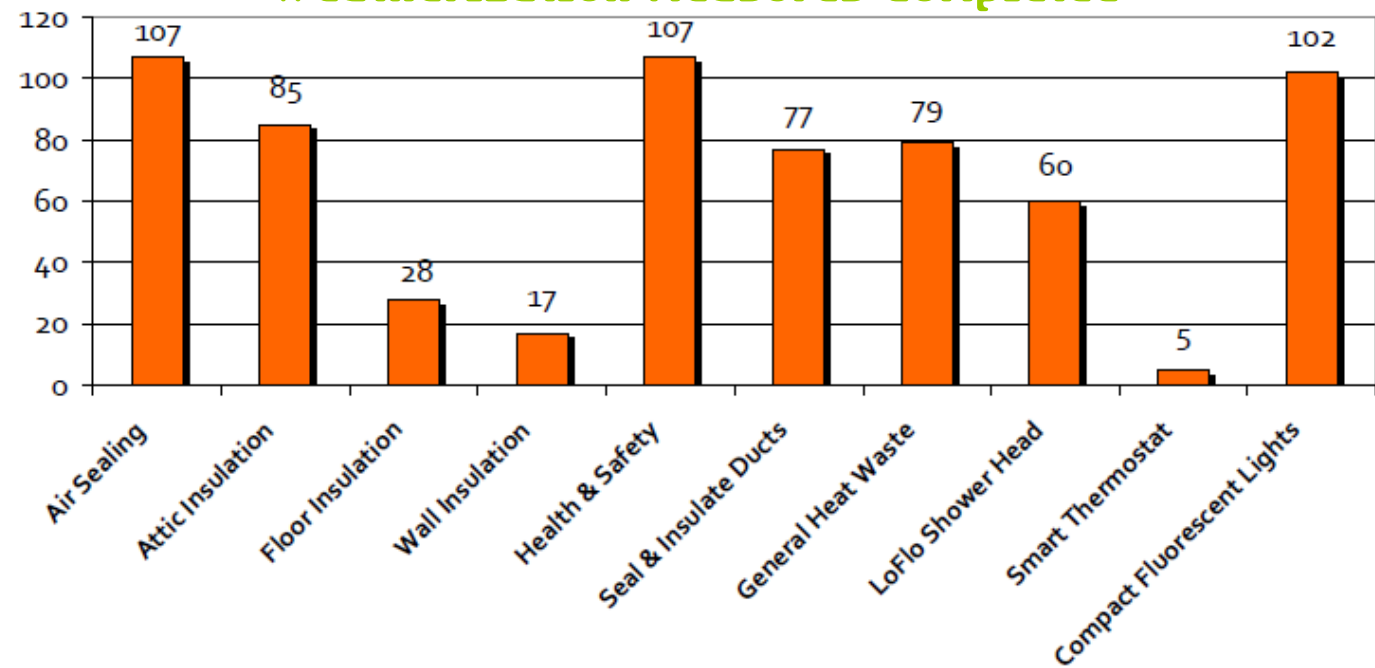
TRIUMPHS

Year after year, the Weatherization Assistance Program (WAP) completes repairs to more units than the required minimum through prudent spending and careful program monitoring, and our Weatherization Program continues to be a model for other WAP programs throughout the state. CCA's Weatherization crew provides quality services to eligible participants in our service area by implementing new weatherization techniques, and by providing forty (40) hours of training to each WAP crew member.

This year, CCA's Weatherization Program was given an *Award of Excellence* in recognition of the Agency's sustained commitment and excellence in performance, creativity, innovation and leadership, contributing directly to exceeding North Carolina's weatherization goals.

The Weatherization Program continues to perform a variety of health and safety related issues, such as electrical and plumbing repairs, furnace cleaning, and tune-ups on all heating systems. All health and safety repairs must be energy related, or required to facilitate the performance of other

Weatherization Measures Completed



weatherization activities. Health and safety funds are also being used to address gas stoves by installing vented range hoods, replacing water heaters, and venting bath exhaust fans and dryers.

An on-going accomplishment is the ability of the program staff to leverage other resources (USDA Rural Development, NC Housing Finance Agency, etc.), and to utilize volunteer labor, such as the Baptist Men's Association, to provide maximum work possible for the low-income client.



STRESSORS

- Ramping up the program to meet the challenges that will come with the additional American Recovery and Reinvestment Act funding.
- The hiring of an additional crew, an auditor, and support staff, and providing them with the required training so they can continue to meet the program standards.
- The purchasing of vehicles, equipment and tools needed to outfit another WAP crew.
- The recruitment of qualified applicants to meet the additional homes to be weatherized.

ASPIRATIONS

To utilize in-house crews for the purpose of for-profit weatherization services, such as blower door testing and air sealing, for the Single Family Rehabilitation Program (SFR) and the private sector.

HEATING & AIR REPAIR/REPLACEMENT PROGRAM

« DIRECTOR

Stacey Ellege

« BUDGET

\$107,945

Health and Human Services
(LIHEAP)

OTHER STAFF »

Housing Assistant 1

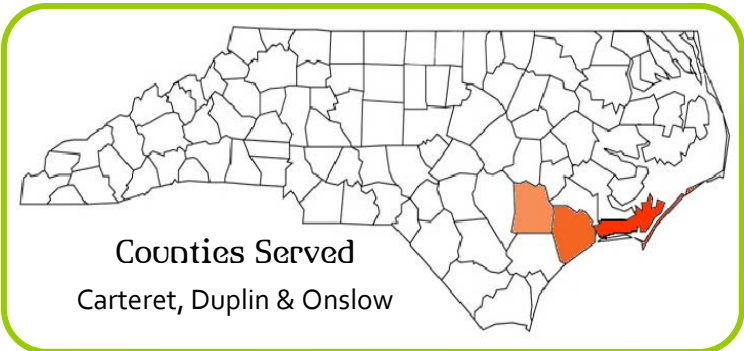
PROGRAM YEAR »

July 1 – June 30

Imagine going to sleep each night with no properly-functioning heating system in your home, even on the coldest of nights. The North Carolina Housing Coalition reports that 8,891 North Carolina households go without heat in the winter. Of those households with some type of heating, over 425,000 of them heat with fuel oil, kerosene, or wood. Many of these households are located in rural eastern North Carolina—CCA's service area.

EXPECTATIONS

Through the Heating and Air Repair or Replacement Program (HARRP), health and safety issues related to the primary heating system in the homes of low-income, elderly and disabled individual are addressed. This is done by either repairing or replacing the system, working in concert with the Weatherization Assistance Program. All applicants must qualify for assistance by meeting an income requirement at no more than 150% of the federal poverty guidelines.



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.

The HARRP program was required to complete 38 units under the 08-09 contract. In fact, 44 units were completed. During the current 09-10 program year, 40 units must be completed.

The biggest challenge is identifying additional funding. Current funding is inadequate, thereby preventing the program from providing the type of systems to meet the goals, such as central heating and air systems. With the additional funds for Weatherization provided through the American Recovery and Reinvestment Act, but no additional HARRP funds, stretching the HARRP dollars will be a significant challenge.

STRESSORS

ASPIRATIONS

To increase the amount of funding that can be spent per unit, and more effectively leverage funds from USDA, the Urgent Repair Program and the Single Family Rehabilitation Program.

URGENT REPAIR PROGRAM

« DIRECTOR

Stacey Ellege

« BUDGET

\$145,000

HUD (HOME) Funds
North Carolina Trust Funds

OTHER STAFF »

Housing Assistant 1

PROGRAM YEAR »

June 24, 2008
-
October 2, 2009

Having safe and affordable housing is a goal not yet realized for many Americans. While life in rural America has improved significantly in some areas—we have better roads and infrastructure, more accessible health care, improved telecommunications—housing lags far behind.

EXPECTATIONS

Thus the need for a program such as the Urgent Repair Program, whose goal is to alleviate housing conditions which pose an imminent threat to the life or safety of low and very low income homeowners with special needs, and to provide accessibility modifications and other repairs necessary to prevent displacement from the home. All applicants must qualify for assistance by meeting income requirements, must show ownership of property, and must fit into one of the following categories: elderly, disabled, single parent, or household size of five or more.



TRIUMPHS

Since the beginning of the current program year, we have been able to perform a wide variety of repairs, including installation of steps, floor repair, bathroom and electrical upgrades, roof repair, and the utilization of funds to offset the cost of heater replacements through the HARRP. Thirty-eight (38) units are required to be completed under the current URP grant.

We were notified in February that we were successful in our most recent grant application, and CCA will be receiving another \$150,000 in URP funds for the 2009 program cycle.

It is becoming increasingly difficult to identify contractors who can perform quality work at reasonable prices. Increased transportation costs and material costs affect them as well, and understandably those increases are passed on to us.

STRESSORS

ASPIRATIONS

- To continue receiving the URP funding, because the process is highly competitive, and more applicants are requesting funding each year.
- To leverage resources from volunteer organizations such as the Baptist Men's Association, thereby enabling us to complete additional homes.

HOUSING AND HOME IMPROVEMENT

« DIRECTOR

Stacey Ellege

« BUDGET

\$10,000

NC Division of Aging
through Carteret County

OTHER STAFF »

Housing Assistant 1

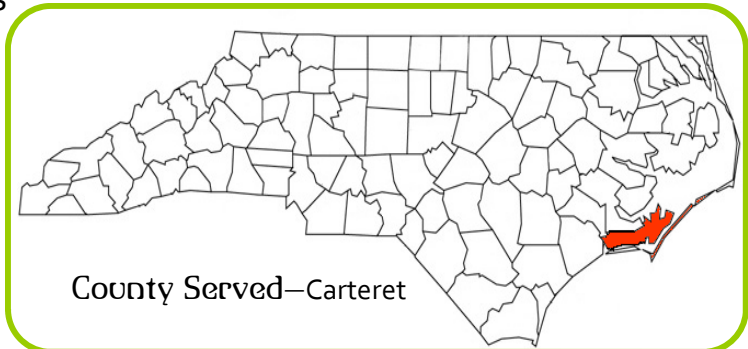
PROGRAM YEAR »

July 1 – June 30

Some of our most vulnerable citizens are the elderly, who live on fixed incomes and often cannot afford to do even the smallest of repairs to their aging homes, or to replace an outdated and energy-inefficient appliance.

EXPECTATIONS

In Carteret County, the Housing and Home Improvement (HHI) funding is intended to enable older adults to secure and/or maintain maximum independence and dignity by helping them meet their basic need for adequate shelter. Some older adults have a need for basic appliances and furnishings. Others may need housing modifications and special design features to enable easy access to accommodate a physical handicap. Minor renovations and repairs may need to be done to a home to lessen the risk to personal health and safety of a senior citizen. A maximum of \$1500 per household may be spent under this program. Seven (7) senior households are to be served through this program during the current program year.



TRIUMPHS

A variety of activities have been completed through this grant. Some funds have been used to offset HARRP funding in the replacement of a heating system. Funds have also been used in conjunction with the Single Family Rehabilitation Program (SFR).

Getting timely responses from the Division of Aging to questions raised is an issue. Attracting clients and getting information out to the general public about the program continues to be a challenge.

One of the requirements of the program is to ask clients for a contribution, based on their income. No contributions have been received to date.

STRESSORS

ASPIRATIONS

This is a good program, and we would like to continue to provide these services. We are requesting, and hope to receive, additional funding for the next program year.

SINGLE FAMILY REHABILITATION

« DIRECTOR

Ted Austin

« BUDGET

\$1,400,000

Onslow County	\$400,000
Craven County	\$400,000
Jones County	\$200,000
Pender County	\$400,000

OTHER STAFF »

Housing Assistant 1

PROGRAM YEAR »

Onslow County
March 2007 – April 1, 2009

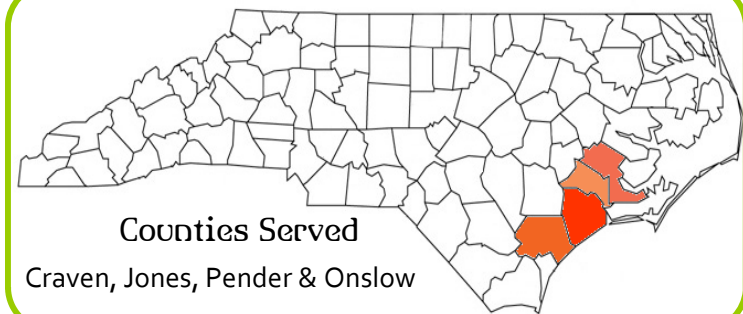
Craven & Jones Counties
April 2008 – March 31, 2010

Pender County
April 2009- December 31, 2010

We are all different, to be sure. Each of us has our own spirit, character, and ambitions. But beneath that diversity, we also share common threads—essential elements that bind us together. One of these is the desire to live in a safe and decent environment at an affordable cost. The Single Family Rehabilitation Program (SFR) plays a role in ensuring that our most vulnerable—the elderly and disabled—have such a place to call home.

EXPECTATIONS

Through the Single Family Rehabilitation (SFR) program, the homes of elderly or handicapped individuals and families are repaired and renovated, bringing them up to current code standards, thereby allowing residents to remain in their homes for a longer period of time. Current SFR contracts serve eligible residents in Onslow, Craven, Jones, and Pender Counties. Renovation costs up to \$56,000 may be completed on any one unit, depending upon qualifying factors, such as lead paint.



TRIUMPHS

Each time a home of an elderly or disabled person is brought up to code, we feel it is an accomplishment. In most cases these families have no other resources to make essential home repairs, and by our efforts through this program, they are able to live comfortably in their own home.

CCA's Single Family Rehabilitation program has been successful in meeting its target goals. We consistently meet the targets in air sealing and energy conservation, and in the number of units completed with the funding available. When driving through a neighborhood where SFR projects have been completed, the houses that have been renovated are clearly visible and stand out. We have happy homeowners who are very pleased with the work done. Not only are they living in better circumstances, but their on-going expenses have been reduced because energy costs have gone down, and reducing energy consumption is of benefit to both the individual household and the community as a whole.

- The amount of paperwork to be completed through this program is challenging! While we recognize the importance of maintaining stellar records on each home, it is a time-consuming process.
- NCHFA has extremely high standards, and meeting these standards is an on-going challenge. In some cases the requirements exceed local housing codes, such as in the air-sealing minimums, and we struggle to meet these goals.
- Obtaining age and income-eligible applicants is not difficult, but identifying applicants with homes that can be brought up to code within the allowable expenditures is not easy. Many homes are simply too far gone to renovate within the budget constraints and requirements of the SFR program. The result is that we cannot serve the neediest-of-the-neediest through this program. Walking away from a home where in many cases the homeowner has lived for many years can be heart-wrenching.

STRESSORS

ASPIRATIONS

CCA loves the SFR program, and what it provides for low-income elderly and disabled in our communities. We anticipate successful completion of the current contracts so that we can continue annually with SFR projects.

Our goal is to have the SFR Director successfully complete the tests to qualify as a certified PHRANC rehab specialist.

ADMINISTRATION



Edith J. Travers
Executive Director



Dora J. Sprague
Human Resources Director



John Bassat
Chief Financial Officer



Holley White
Assistant Controller



Maria McDonald
Director of Children's Services



John McManus
Information Services Director



Charlotte Neely
Family Development Services Director



Ted Austin
Single Family Rehabilitation
/Facilities Director



Stacey Ellege
Weatherization Program Director/
HAARP/URP/HHI programs Director



Diane Williams
Director of Senior Programs/
Foster Grandparent
Program Coordinator



Cindie Garland
HUD Section 8 Director



Dora Jones
Retired and Senior Volunteer
Program Coordinator



Georgia Newkirk
Senior Companion
Program Coordinator

SUPPORT STAFF



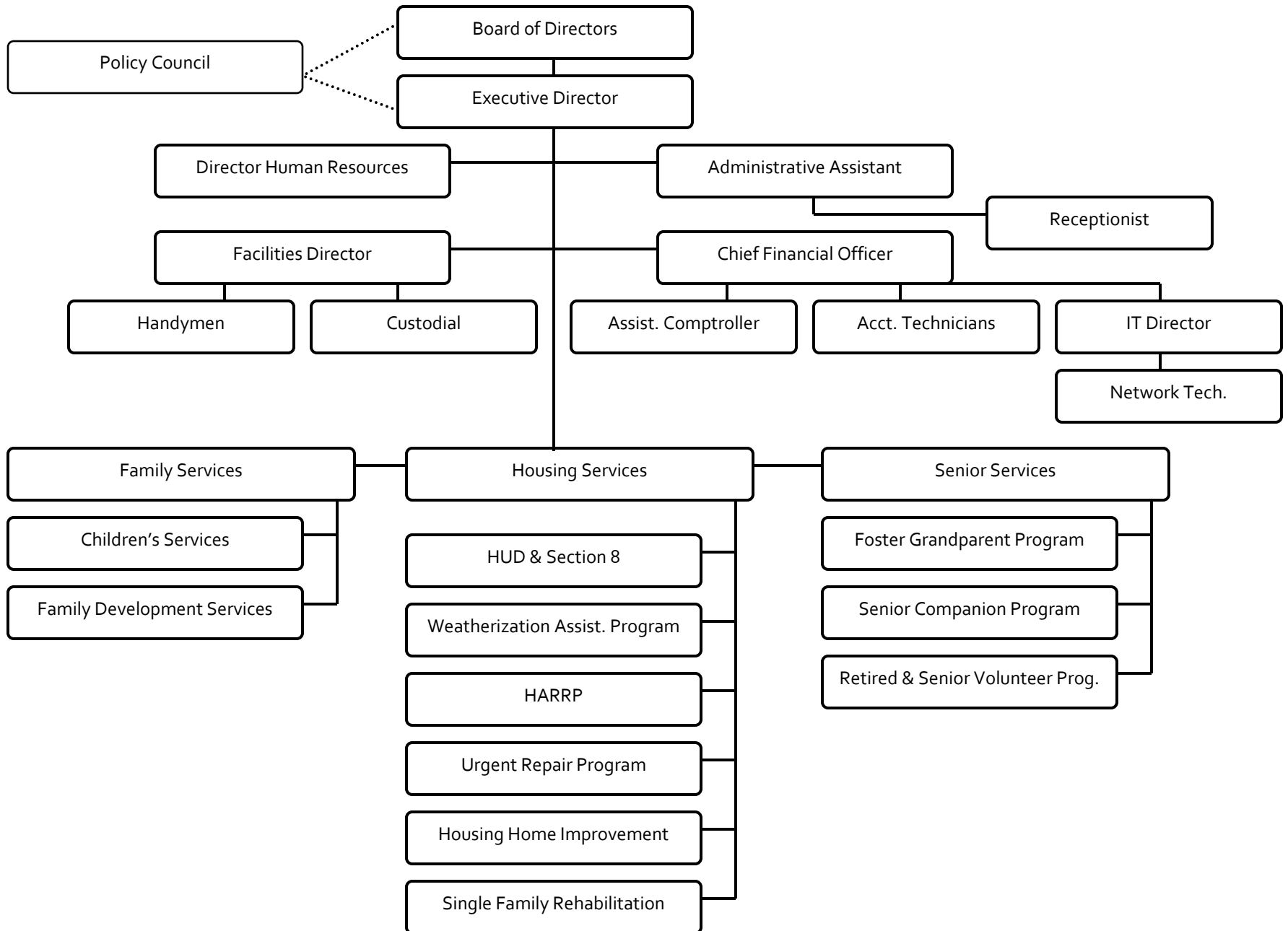
Margaret Lewis
Financial Technician



Janie Mason
Financial Technician



Lura Taylor
Administrative
Assistant



Helping People Changing Lives

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