

Introduction to the Agency

1. a Agency Type and Qualifications

Big Sandy Area Community Action Program, Inc. (BSACAP, the Agency), with central offices in Paintsville, Kentucky, was chartered as a private, non-profit agency on September 5, 1965, by the Kentucky Secretary of State as a Community Action Agency. BSACAP is one of 23 such Community Action Agencies in the Commonwealth of Kentucky, and is registered with the U.S. Internal Revenue Service as a 501(c) (3) tax exempt agency.

BSACAP serves the needs of low-income residents, the elderly, migrant or seasonal farm workers, homeless or transient individuals, people with disabilities, and children and families. Since its inception, the Agency has developed strong partnerships with various community, state, and federal organizations to provide services throughout the Big Sandy region of eastern Kentucky. Partnering facilitates the effective operation of the Agency and ensures the maximum number of people have access to and receive much-needed services, a goal the Agency vigorously strives to achieve. BSACAP has successfully met its goals of providing employment and job training through a partnership with the state Office of Employment and Training as well as through the Workforce Innovation and Opportunity Act (WIOA), the Senior Community Services Employment Program (SCSEP), and a CARES Act funded Job Coaching program. Several Agency services including Head Start, Tenant Based Rental Assistance (TBRA), Emergency Solutions Grant (ESG), Homelessness Prevention, and the Low-Income Home Energy Assistance Program (LIHEAP) support families and children.

Throughout its history, BSACAP has successfully operated and administered more than 50 major projects and programs, including one of the nation's first home repair programs and one of Kentucky's largest Head Start programs.

BSACAP currently operates 16 programs with total 2020-2021 fiscal year funding of approximately \$22.4 million. Daily program operations and administration require a staff of more than 60 employees housed in service offices in each of the five Big Sandy counties and in the administrative offices in Johnson County. The Agency also maintains staff at the Kentucky Career Center (Office of Employment and Training) locations in Pikeville and Prestonsburg.

The Agency's mission is to provide comprehensive services that PEOPLE need to live independently, PARTNERS work together to support, and COMMUNITIES receive to improve the quality of life.

The Agency's vision is to attain statewide recognition for providing the key leadership role in assisting individuals, families, and communities to achieve their highest potential. Our services along with the collaborative efforts of community and organization partnerships allow us to improve the overall quality of life within the community.

Big Sandy Area Community Action Program fulfills the larger role in the community of leading the struggle against poverty across the service area; consequently, BSACAP operates programs that directly target the poverty spectrum and its underlying causes.

Job training, employment, and the removal of employment barriers represent crucial efforts for the Agency in fighting poverty. The CARES Act-funded Job Coaching and Financial Budgeting programs strive to enhance the lives of low-income clients as well as their families by providing help with obtaining jobs, maintaining employment, continuing educations, and enhancing budgeting skills. The Senior Community Service Employment Program (SCSEP) serves low-income senior citizens over age 55 with poor employment prospects by fostering individual economic self-sufficiency through training and job placement while concurrently providing useful community services. In 2010, SCSEP was honored as first in Kentucky and sixth in the nation for job placements with seniors. The Agency provides employment and training services annually to over 1,200 adults, dislocated workers, and youth with funding from the Workforce Innovation and Opportunity Act (WIOA) of 2014 and the U.S. Department of Labor. The training is designed to increase the employment, retention, and earnings potential of its participants with the ultimate goal of enhancing their productivity and competitiveness in the labor market, effectively reducing welfare dependency.

Children and families constitute major concerns of the Agency. The Child and Adult Care Food Program provides funds to centers or sponsors that offer nutritious meals to participants enrolled in child care centers, day care homes, and adult day care centers.

The lack of suitable, affordable, and energy efficient housing is tantamount to poverty and afflicts thousands of families across the Big Sandy region. The Agency strives to aid low-income families

by administering and providing services and funds through a variety of programs. The components of the Low-Income Home Energy Assistance Program (LIHEAP) as well as the Kentucky Power Temporary Heating Assistance in Winter (THAW) and Home Energy Assistance in Reduced Temperatures (HEART) programs assist needy households with the costs of home energy. Tenant-Based Rental Assistance (TBRA) and the Emergency Solutions Grant (ESG) provides rental housing services for low-income individuals and families. The Weatherization Assistance and Demand Side Management programs work together to provide weatherization services such as insulation and heating system repair and replacement, and inspect for various household safety issues. The Keeping Informed on Senior Services (KISS) Program funded through the CARES Act keeps a vulnerable senior population up to date with agency program information and access to a variety of programs in the area.

BSACAP maintains regular communications with many agencies representing the underserved poor within our service area including federal and state governments, higher education, other community action agencies, special interest groups, and additional social welfare agencies. BSACAP hosts regular interagency meetings in order to share information and to prevent duplicative services occurring in the service area.

1. b Agency Contact Information

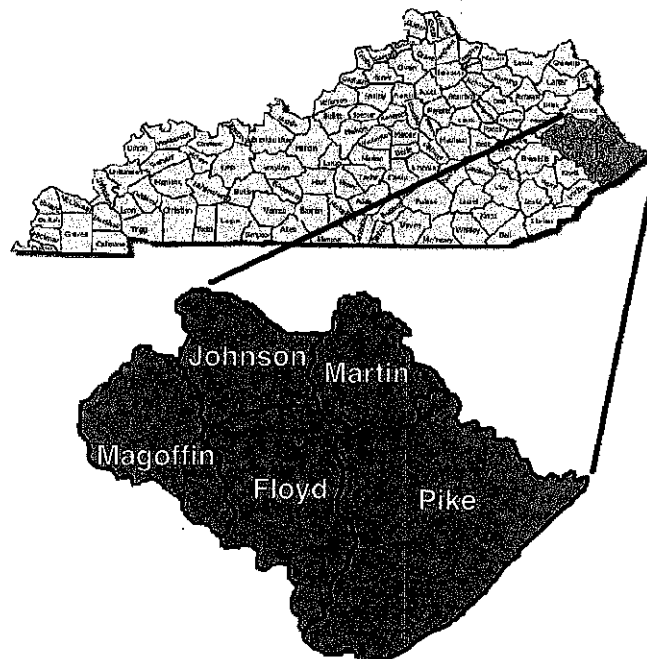
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1. c Geographic Area Served

The Big Sandy Area Community Action Program serves eastern Kentucky in the heart of the state's coal fields, and comprises part of the Appalachian Plateau. The majority of programming occurs within five counties known as the Big Sandy region: Floyd, Johnson, Magoffin, Martin, and Pike. By virtue of agreements with sister community action agencies, BSACAP maintains a minimal presence in Breathitt, Elliott, Lawrence, Letcher, and Rowan counties involving the Senior Community Service Employment Program (SCSEP).



The five primary counties cover 1,987 square miles of rough terrain. Heavy use by trucks hauling coal and logs oftentimes results in the poor condition of secondary roads. The area's steep hills and narrow valleys make development slow and expensive and a hindrance to transportation. Consequently, the terrain multiplies the distance traveled to and from school or the workplace.

Industry that locates in the region faces a restricted pool of potential employees since many residents lack formal education. The mountainous terrain historically kept the region isolated and, until recently, limited outside contact. As a result, the region failed to economically prosper while other areas of the nation thrived. The isolation further caused hardship by limiting the number of residents with higher education, a problem that continues to afflict the region.

Coal mining has declined and employs fewer people, which has left workers that lack other trainings struggling to find well-paying jobs. Indeed, the Kentucky Department of Energy and the Office of Energy Policy reported that between 2010 and 2020, coal production in eastern Kentucky (the majority of which is produced in the Big Sandy Region), dropped 92%. According to the 2019 U.S. Census updates, educational services, healthcare, and social assistance comprise the area's leading industry; each of these trades requires an educated workforce.

At present, Martin County continues to face a water crisis that has gained national attention and is considered by some experts to be on par with the tragedy faced by Flint, Michigan. The crumbling water system operated by the Martin County Water District has been unreliable for several years, but has, in the few years, become unusable for most purposes, leaving residents to purchase bottled water, rely on donations, or go without. The Water District was granted a 50% rate increase by the Public Service Commission to assist with repairs, which means a county with a 40% poverty rate will be facing higher utility bills.

The region is favored by an abundance of natural beauty that attracts thousands who enjoy several state parks and waterways. Residents promote their native Appalachian culture as an added economic benefit.

BSACAP POPULATION DATA

According to the U.S Census, American Community Survey, the population of the area declined between the years 2010 and 2019 with an estimated 15,085 people leaving the region. Area leaders

attribute this significant emigration to residents seeking steady employment and a living wage elsewhere.

Report Area	Total Population, 2019 ACS	Total Population, 2010 Census	Population Change from 2010-2019 Census/ACS
Report Area	139,009	154,094	-15,085
Floyd County, KY	35,589	39,451	-3,862
Johnson County, KY	22,188	23,358	-1,170
Magoffin County, KY	12,161	13,332	-1,171
Martin County, KY	11,195	12,929	-1,734
Pike County, KY	57,876	65,024	-7,148

Note: This indicator is compared with the state average. Data breakout by demographic groups are not available. Data Source: US Census Bureau, American Community Survey. US Census Bureau, Decennial Census. Source geography: County

Counties Served by BSACAP Programs

Below is a table showing the distribution of agency-operated programs across the service area, including those counties lying outside the usual five-county boundary.

Program	Barren	Bell	Letcher	Boone	Martin	Morgan	Pike	Ryan
Child and Adult Feeding Program		X		X	X	X	X	
Columbia Gas Energy Assistance		X				X	X	
Community Services Block Grant		X		X	X	X	X	
Demand Side Management Fund		X		X	X	X	X	
Emergency Food & Shelter Program				X	X	X	X	
Financial Counseling Program		X		X	X	X	X	
Garden Seed Program		X		X	X	X	X	
Head Start		X		X	X	X	X	
Job Coaching Program		X		X	X	X	X	
Kentucky Power Home Energy Assistance Programs		X		X	X	X	X	
Keeping Informed on Senior Services (KISS) Program		X		X	X	X	X	
Low Income Home Energy Assistance Program (LIHEAP)		X		X	X	X	X	

Senior Community Service Employment Program	X	X	X	X	X	X	X	X	X
SS/SSI Representative Payee		X			X	X	X	X	
Tax Wise		X			X	X	X	X	
Tenant Based Rental Assistance		X			X	X	X	X	
Weatherization Program		X			X	X	X	X	
Workforce Innovation and Opportunity Act (Adult, Dislocated Worker, Youth)		X			X	X	X	X	

1. d. Engagement of Low-Income Individuals

Big Sandy Area Community Action Program engages members of the low-income community by seeking their feedback and input on agency activities and community needs. Members of the low-income community in each county participate in annual elections to choose the individual(s) who will represent their interests on the Agency’s Board of Directors. They are then welcome to attend Board Meetings, which are open to all members of the public. The annual Community Needs Assessment conducted by the Agency also requires input from the low-income population in order to have an accurate picture of what the community is actually facing and what their needs actually are.

2. Community Needs Assessment Narrative

A. Process and Procedure

The Community Needs Assessment is conducted yearly, over the course of several months. In FY 20-21 the assessment was made available to the community between July 2020 and March 2021. Assessment questions are in line with agency’s state association’s (Community Action Kentucky) data gathering effort so that local data can be leveraged both regionally and across the state.

The assessment is available in paper format at each county office and made available online via the agency's website at www.bsacap.org/community-needs-assesment. The digital format was also shared on social media via the agency's Facebook page. Due to the COVID-19 pandemic, surveys were primarily collected electronically.

The agency was able to gather data directly from the local low-income population, social service and healthcare workers, educators and counselors, economic and workforce development specialists, as well as members of the public and private sector. People who completed the assessment came from economically and educationally diverse backgrounds. Demographic information on the assessment largely reflects the general population of the area and our clientele.

An analysis of the data from the community needs assessment survey indicates the Agency needs to continue working in each of its planning areas: health, employment, education, housing, income and asset building, support services, civic engagement. Specifically, the analysis reveals the top areas of concern in the Big Sandy region as employment, housing, education, income and asset building, and health.

B. Methodology Used to Gather Data

In order to ensure adequate community and consumer representation in the needs assessment process, the following methods were used:

- Solicited community members as well as consumers applying for Low Income Home Energy Assistance Program (LIHEAP) services to complete the online survey;
- Distributed and collected the online survey from community organizations and BSACAP Agency staff;
- Distributed and collected assessment forms from members of the Board of Directors and;
- Distributed and collected surveys from community partners who regularly attend Interagency Meetings.
- Big Sandy Area Community Action Program is currently using the data collected to complete the agency's Strategic Plan.

- Data collected is analyzed to help prioritize funding and resources including staff time.

Please see the Community Needs Assessment tab for the summary and related information.

C. Collaborative Efforts with Service Agencies

The strength of BSACAP's collaboration with sister agencies and community-based organizations enables the Agency to better achieve its goals. The collaboration is particularly important when conducting the annual needs assessment as it allows the Agency to obtain a more comprehensive representation of community needs.

In order to better coordinate services, ensure the most effective collaboration, and prevent duplicative services, regularly-scheduled interagency meetings are held in each county. Delegates from a variety of social service organizations, including the public, private, and non-profit, as well as community colleges, faith-based, and ecclesiastical sectors attend these meetings. An inclusion of all representative bodies dedicated to the elimination of poverty ensures the maximum number of people is reached and all available community resources are utilized to the fullest extent.

Due to the COVID-19 pandemic, during the needs assessment process, service representatives who regularly attended interagency meetings in each county were sent the assessment form by email. The form was completed electronically and their responses are included in the statistical tabulation.

D. Community Strengths and Needs

I. Measurable and major impact on poverty

The Big Sandy region's fundamental strengths support the greater community in its efforts to promote self-sufficiency among low-income residents. The strengths span the social spectrum and capitalize on the diversity and unique qualities of the Eastern Kentucky Appalachian mountain culture. Residents are learning to use the uniqueness of this culture to their advantage, as evidenced by a propagating tourist and recreation industry, which benefit the region economically. A section of U.S. Hwy. 23, one of the main arterial roadways in the region, has been designated as "Country Music Highway" to reflect the large number of country music stars the area has produced and is proving to be a growing tourist attraction. In addition, Pike County has capitalized on the rekindling interest in the historic Hatfield-McCoy feud. Following a television miniseries that dramatized the event, county officials have promoted feud sites and tours.

The Appalachian Wireless Arena (Formerly the Eastern Kentucky Exposition Center) in Pikeville and the Mountain Arts Center (MAC) in Prestonsburg are two examples of the efforts area leaders have made to benefit from the region's resources. Both facilities attract nationally known entertainers as well as provide venues for showcasing local talent and artists and are proving to be effective as convention centers for regional and state conferences.

Each county in the Big Sandy region hosts an annual festival directed at highlighting area culture, artisans, and crafts, which simultaneously produces badly-needed revenue for local communities. As a result of the domino effect, all counties reap the economic rewards.

Outdoor recreation is a major economic asset to the area. The Dawkins Line Rail Trail, the longest hike and bike trail in the state, runs through Johnson County to Magoffin County. When complete the trail will be 36 miles long. Towns along trail have either completed or are in the process of completing Trail Town Certification. The Big Sandy region, home to Paintsville Lake State Park in Johnson County, Jenny Wiley State Park and Dewey Lake in Floyd County, Fishtrap Lake State Park and The Breaks Interstate Park in Pike County, offers tourists and residents an assortment of recreational and aquatic activities.

Eastern Kentucky has made significant progress in improving the region's infrastructure. The arterial highway system is making the area more accessible and safer. The Bert T. Combs Mountain Parkway and the Hal Rogers Parkway provide access to central and southeastern Kentucky. A trip to Lexington from Paintsville or Prestonsburg now takes less than two hours and makes what once was an arduous trip routine. The expansion of the Mountain Parkway from Campton to Prestonsburg will fashion the road into a four-lane thoroughfare and will vastly improve safety for travelers as well as upgrade accessibility, paving the way for more industry-related traffic.

Upgrades to U.S. 23, one of the region's most important roadways for commerce, have expedited north and south travel through the area. A trip to Pikeville from Paintsville now takes only thirty-five minutes. A once remote BSACAP service office in Martin County is now accessible from the Paintsville central office in less than half an hour. Such access has made service delivery much more effective for our low-income residents than in previous years because the trips to the service offices have become shorter.

Available healthcare has improved with the development of the arterial highway system. Access to hospitals and physicians in or near the area population centers is now more easily available than before, and significant improvements can be seen in existing healthcare facilities and hospitals. Medical services once available only in larger metropolitan areas are oftentimes accessible without traveling great distances. Major hospitals outside the immediate area, in Lexington, Huntington, W.Va., and Knoxville, Tenn., supplement existing facilities and are accessible by helicopter and ground transportation.

Higher education has further developed in the area with the introduction of the Kentucky Community and Technical College System. Big Sandy Community and Technical College operates four major campuses in the region – Paintsville, Hager Hill, Prestonsburg, and Pikeville – that, when considered together with the University of Pikeville and Morehead State University Extended Campus, bring much needed education to our residents. The number of residents with high school diplomas is on the rise, as is the number of residents who continue to improve their lives by taking advantage of higher education.

Fighting poverty and promoting self-sufficiency continues to be the main focus of social welfare service agencies within the Big Sandy region. Along with BSACAP, agencies such as the Christian Appalachian Project, St. Vincent’s Mission, Catholic Social Services, and Hand in Hand Ministries strive to combat the economic woes afflicting the service region, particularly extremely rural areas.

Community Needs

The region demonstrates many needs, particularly a lack of good paying jobs, substantiated by the high jobless rate. As evidenced by the Kentucky Education and Workforce Development Cabinet yearly data for 2019, each of BSACAP’s service counties ranks well above the state and national unemployment rates, with Magoffin County having the highest unemployment rate in the state.

Report Area	Labor Force	Number Employed	Number Unemployed	Unemployment Rate
Report Area	43,246	40,320	2,926	6.4%

Floyd County, KY	11048	10340	708	6.6%
Johnson County, KY	6,771	6324	447	6.6%
Magoffin County, KY	3136	2790	346	11.0%
Martin County, KY	2,772	2,582	190	6.9%
Pike County, KY	19,977	18,819	1,158	5.8%
Kentucky	2,083,463	1,998,285	851,78	4.1%
United States	161,560,000	155,760,000	5,800,000	3.5%

Note: This indicator is compared with the state average. Data breakout by demographic groups are not available.

Data Source: US Department of Labor, Bureau of Labor Statistics. Source geography: County

For many of those fortunate enough to attain employment, the lack of affordable child care can be a barrier. Many communities are underserved by child care providers. For example, Magoffin and Martin counties currently have no licensed child care facilities. For other counties who do have licensed child care facilities, periodic freezes or caps on the number of children permitted to enroll in state subsidized child care are sometimes imposed when funding is scarce. Facilities offering child care outside day/morning-shift hours are practically non-existent, leaving parents who work second or third shifts with few available options.

No public transportation exists within the Big Sandy region, a major impediment to obtaining and maintaining employment for many residents. According to the U.S Census, American Community Survey, close to 10 percent of people across the area do not have access to a vehicle. Such individuals or those who experience vehicle trouble are often left to fend for themselves. Younger employees and those working low-paying service or minimum wage jobs are particularly vulnerable. People experiencing transportation difficulties often lose their jobs when they have no

available alternative modes of transportation. Private taxis are prohibitively expensive or serve only Medicaid patients.

While there has been improvement in the region’s healthcare facilities, a plentiful supply of doctors and clinics remains problematic for the Big Sandy region, particularly in specialized medicine. To see a medical specialist, one routinely must travel outside the area to Lexington, Ashland, or Huntington, W.Va.

According to Kentucky Healthfacts.org, there are 333 practicing physicians in the Big Sandy region, serving a population of 140,318. The area is served by only six hospitals: Three in Floyd County, two in Pike County, and one in Johnson County. Martin and Magoffin counties have no hospitals and, respectively, only ten and seven practicing physicians.

The County Health Rankings report for 2021 also demonstrates the region-wide need for healthier behavior. The report examined factors that influence health including rates of childhood poverty, rates of smoking, obesity levels, access to physicians and dentists, rates of high school graduation and college attendance, access to healthy foods, and levels of physical inactivity, and found that Floyd County is ranked 114th in the state. In addition, of the 120 Kentucky counties, Martin County, 97th; Magoffin County, 109th; Pike County ranked 100th; and Johnson County, 96th. The report also concluded that child poverty rates are twice as high in unhealthy counties and that residents living in unhealthy counties are less likely to have access to doctors and dentists.

Behavioral Indicators (percentage)	Floyd	Johnson	Magoffin	Martin	Pike	KY
Poor or Fair Health	29	25	28	28	26	24
Adult Obesity	41	44	36	37	39	34
Physical Inactivity	37	36	32	32	38	29
Adult Smoking	25	22	25	25	23	25

Although education is receiving more attention, a significant portion of the area's population does not finish high school. Indeed, according to data collected by the U.S. Census' American Community Survey, 2015-2019 Data Release, the region lags behind the state average in residents who do not finish high school as well as in most other educational indicators.

Educational Attainment (percentage) for ages 25+	Floyd	Johnson	Magoffin	Martin	Pike	KY
Less than 9th grade	12.0	9.5	15.4	13.7	11.6	5.1
9-12, no diploma	12.8	9.9	14.8	12.0	14.9	7.7
High school only	37.8	36.7	36.4	39.0	36.4	33.2
Some college	20.6	19.7	18.8	15.0	17.8	20.3
Associate's Degree	5.5	8.4	5.0	8.7	6.0	8.5
Bachelor's Degree	6.4	9.0	4.7	8.5	6.6	14.9
Graduate Degree	4.9	7.3	4.8	3.2	6.7	10.3

The effects a limited education has on poverty levels can be seen in Kentucky's children. According to Columbia University's National Center for Children in Poverty, 87 percent of Kentucky children whose parents do not have a high school degree live in low-income families. Sixty-nine percent of children whose parents have a high school diploma live in low-income families; 36 percent of children whose parents have some college or more live in low-income families.

Housing continues to be a major concern throughout the Big Sandy region as evidenced by its ranking as one of the top Agency priorities in the recent community needs assessment. Nearly 17 percent of households with an income of less than \$20,000 per year are housing burdened, meaning they use 30 percent or more of their total income for housing costs. An average of 23 percent of households across the service area are housing burdened.

By every commonly used measure of economic health, the Big Sandy region is not performing well when compared to rest of the state as well as the nation. Indeed, all five counties BSACAP serves have a higher than average percentage of their population living below the poverty level, compared to both national and state averages according to the U.S. Census Bureau's 2015-2019 American Community Survey 5-Year Estimates. The counties of the Big Sandy region also have much lower median household income and per capita money income than national and state averages.

	Poverty Rate <i>(All Ages)</i>	Poverty Rate <i>(Under 18)</i>	Poverty Rate <i>(Seniors)</i>	Median Household Income
United States	12.3	16.8	9.4	\$65,712
Kentucky	16.3	21.7	11.6	\$52,295
Floyd County	30.7	41.5	12.0	\$32,730
Johnson County	22.7	25.1	20.1	\$37,054
Magoffin County	28.3	36.4	19.1	\$28,147
Martin County	20.0	19.1	17.1	\$41,013
Pike County	24.9	34.7	13.5	\$34,856

	United States	Kentucky
	Percent below poverty level	Percent below poverty level
Population for whom poverty status is determined	12.30%	16.3%
AGE		
Under 18 years	16.8%	21.7%
Under 5 years	18.2%	25.6%
5 to 17 years	16.2%	20.3%

Related children of householder under 18 years	16.4%	21.3%
18 to 64 years	11.5%	15.5%
18 to 34 years	14.5%	19.6%
35 to 64 years	9.8%	13.3%
60 years and over	9.7%	12.2%
65 years and over	9.4%	11.6%
SEX		
Male	11.1%	14.7%
Female	13.5%	17.8%
RACE AND HISPANIC OR LATINO ORIGIN		
White alone	10.3%	15.1%
Black or African American alone	21.2%	24.4%
American Indian and Alaska Native alone	23.0%	20.0%
Asian alone	9.6%	12.9%
Native Hawaiian and Other Pacific Islander alone	16.5%	N
Some other race alone	18.3%	29.8%
Two or more races	15.2%	29.3%
Hispanic or Latino origin (of any race)	17.2%	23.0%
White alone, not Hispanic or Latino	9.0%	15.0%

II. Activities to assist low-income & elderly

1. Secure and retain meaningful employment

BSACAP operates four employment programs directed toward meaningful employment for low-income participants: The Workforce Innovation and Opportunity Act (Adult and Dislocated Worker Program and WIOA Youth Program) and the Senior Community Services Employment Program (SCSEP). BSACAP is also currently operating the Job Coach Program, funded by the CARES Act, which is also directed to employment skills for residents in our area.

Many individuals cannot break the cycle of poverty due to a lack of employment or job skills. Career Advisors and Job Coaches strive to lessen the burden of poverty by helping low-income clients prepare a resume and cover letter, conduct job searches based on his/her qualifications,

education and preferences, refer clients to employers and available positions, and educate clients on how to complete applications, how to accomplish a powerful interview, and how to achieve workplace success. These skills, which are not often taught outside a classroom, prove helpful to clients with no work experience and those who are re-entering the workforce. Amid COVID-19, many local businesses slowly began allowing only 50% staff capacity to return, making it even more difficult for those with low job skills.

The WIOA Adult and Dislocated Worker Programs give job seekers greater access to needed services through a one-stop system. Conveniently located access points, affiliated sites, and a comprehensive one-stop service center are used to link other service providers and to directly serve customers. The Agency strives to meet the needs of employers by coordinating and making available customized skills training classes for adults and by developing On-the-Job Training (OJT) contracts that reimburse employers for a portion of the salary of a participating employee for a specified time period. Since 2011, the Agency has used the WOW (World of Work) Assessment on all WIOA clients. Developed for EKCEP and based on the Holland Theory of Career Choice, the WOW Assessment helps clients make career decisions based on personality types. Staff members who administer the assessment are trained in its interpretation.

WIOA added the Opportunity Youth Program to the agency's list of services in October of 2019. The program focuses on the needs of justice-involved young people age 18-24. The program offers mentoring, classes, workshops, assistance with education and training, work readiness skill building, and one-on-one guidance with the aim of helping young adults who have had some kind of involvement with the criminal justice system to improve their lives.

The SCSEP offers employment and training opportunities to eligible clients ages 55 and older. Individuals participating in the program receive valuable training and suitable employment that brings meaning to their lives and empowers them to participate in the larger community while working to increase their self-sufficiency. Participants are made ready for job placement through employability counseling and workshops that teach effective resume writing, interviewing strategies, and basic computer skills. Participants, who are generally on a fixed income, supplement their income through paid training, thereby easing their financial obligations.

As the Big Sandy region's jobless rate continues to rank higher than the Commonwealth and national averages, these programs remain of paramount importance to the area. The successful operation of these programs has a significant impact on lowering the unemployment rate, which is crucial in the fight against poverty, and raising the standard of living across the region.

2. Attain adequate education

Multiple BSACAP-operated programs provide adequate education components for low-income individuals and families. Head Start, WIOA (Adult, Dislocated Worker and Youth programs), the Senior Community Services Employment Program, and the CSBG scholarship program provide opportunities for low-income area residents to attain quality educations.

The Head Start program, which was ranked among the top 10 percent in the nation in instructional support by the Administration for Children and Families 2013 triennial monitoring review, helps qualifying children succeed educationally by providing activities to help them grow mentally, socially, emotionally, and physically. The education services are designed to meet the individual needs of children and the curriculum is formulated within the context of sound early childhood development principals. Classroom environments foster social and academic achievement in the eight Head Start domains in order to comply with program objectives. Teaching strategies and individual curriculum objectives are planned and developed by the teaching staff and parents and implemented according to children's individual needs. Head Start children socialize with others, solve problems, improve their listening and speaking skills, and engage in other experiences that help them become self-confident learners. Head Start children leave the programs more prepared for kindergarten, excited about learning, and ready to succeed.

In addition to scheduled home visits and conferences, numerous contacts/interactions occur between Head Start staff and parents during classroom volunteering, meetings, and planned activities. Head Start staff members conduct on-site observations in each classroom, followed by individual conferences with teaching staff to address problem areas or training needs.

Parents of children participating in Head Start may pursue literacy and professional development opportunities. Parents may receive financial assistance for obtaining GEDs or taking college classes or technical training. In addition, parents enrolled in college full time may apply for scholarships from the Kentucky Head Start Association.

WIOA programs use education as a tool to lead to meaningful employment for participant self-sufficiency. Participants are provided with counseling and other services that enable them to complete high school; are offered opportunities and encouraged to earn GEDs; are assisted with attending certificated short-term training programs leading to work or advancements in the work setting; and are offered, where appropriate, the opportunity to attend post-secondary programs resulting in jobs.

The Agency's partnership in the One-Stop JobSight Centers adds emphasis to the importance of education, and makes furthering one's education easier and more accessible. At the JobSight centers, job seekers are referred to co-housed partnering agencies, such as Adult Education and Literacy, which are able to provide the applicant with educational services and informational sources. Representatives from the Department for the Blind and the Department for Vocational Rehabilitation are available to assist applicants possessing physical impairments with barrier removals, allowing them to further their education.

As WIOA-designated access points, BSACAP's local service offices provide an array of skills training for Adult and Dislocated Workers wishing to learn new skills or embark on new careers. In addition, the staff members provide career counseling and testing to job applicants in all programs.

BSACAP offers scholarships to low-income area residents from each of the counties served to assist in paying for their college or technical school tuitions, books, and other expenses. Aimed at improving education in the communities, these scholarships total several thousand dollars annually, ease the financial burden on the recipient or their parents, and ultimately improve the quality of life in communities by producing an educated workforce.

CSBG staff members conduct monthly community workshops in which guest speakers cover a wide range of educational topics including scholarships, financial aid, and GED testing as well as budgeting, job searching, and weatherizing a home. Each workshop educates low-income clients on topics that increase their chances of escaping poverty.

The Senior Community Services Employment Program (SCSEP) provides opportunities for senior citizens to enroll in Adult Education or GED programs or participate in skills training. CSBG staff members also provide basic computer skills and other employment-related instruction.

The Job Coaching Program funded by CARES uses educational tool to lead individuals with no job skills or low job skills to employment. Through workshops, skills building practices, and employer matching, this program guides these individuals to opportunities, they may otherwise, not have.

3. Make better use of available income

Big Sandy Area Community Action Program recognizes the importance of utilizing available income effectively and economically, especially by the low-income residents in the region, and uses Agency resources to ensure customers achieve the maximum usage from each dollar.

Several BSACAP programs directly or indirectly assist area low-income residents to make better use of or extend the capacity of available income. Such programs include the SS/SSI Representative Payee service as well as housing and utilities assistance programs.

The Social Security Administration determines that certain recipients cannot effectively manage their own resources; nor do they have anyone else to manage the resources on their behalf. The SS/SSI Representative Payee Program requires a surrogate to enable referred entitlement recipients to make better use of their limited funds.

The Agency acts for the recipients by using the recipients' checks to pay their individual monthly expenses including rent, utilities, and food costs. Staff members work with individuals to develop a budget plan designed to meet the participants' needs effectively and efficiently. Any monies remaining after the individual's financial obligations are met are conserved or invested on behalf of the beneficiary. These funds are deposited into an individual's designated account and accessed only when deemed necessary. Interest earned on the account is directed back into the account to achieve maximum benefits.

The Representative Payee Program assists mainly children, the elderly, and the disabled; however, the program is available to anyone requesting and needing the service.

The Financial Counseling Program, funded by the CARES Act assists individuals who desire help with household budgeting. Together with the Financial Counselor, participants in this program receive workshops, one-on-one budget assistance, and opportunities to make smart decisions in saving for the future, especially during COVID-19. Throughout this program, individuals are able to open bank accounts and purchase assets.

Energy costs consume a significant portion of the region's low-income residents' available cash. Low-income individuals must often make a choice between heating their homes and sacrificing other vital needs. The LIHEAP, Winter Care Energy Fund, Kentucky Power Home Energy Assistance Program, and Columbia Gas programs enable low-income area residents to make better use of available income by supplementing high energy costs during peak months. Income made available may then be used for other life necessities.

As part of the curriculum, the Department of Labor-funded programs for youth and seniors include instruction on budgeting and using money wisely and effectively. Financial experts talk with participants and counsel them on ways to save money and make the most of every dollar.

Weatherization staff members provide customers with information on how to use energy efficiently and how to save money through energy conservation in the home.

The Agency's scholarship program lowers the cost of higher education for every recipient as well as their families; the Garden Seed Program allows clients to reduce their grocery bills, and the SafeLink program allows households to obtain free cell phones.

Clients who receive the Community Assistance Program prescription card spend less on prescription medicines and can apply the saved money toward other areas of their monthly budget. Clients that receive free glasses through KY Vision application assistance from CSBG staff save money on vision care costs.

In order to promote self-reliance, all participants are encouraged to take advantage of the Agency's community workshops, which provide information on such helpful subjects as weatherizing a home, back-to-school budgeting, gardening, and finding affordable healthcare and prescriptions. The workshops are conducted by CSBG staff and feature guest speakers who focus on educating the consumer on the wise and efficient use of money.

The Agency, with a grant from the Kentucky Domestic Violence Association (KDVA) and Community Action Kentucky, in conjunction with partners such as sister Community Action Agencies, EKCEP, Kentucky Department for Community Based Services and the Kentucky Asset Success, aid low-income tax payers with a free tax preparation service. Available throughout the service area, IRS-certified staff members complete tax returns for customers and electronically file returns, reducing the waiting time for a refund check and ensuring a more accurate return. All

clients are given information about the Earned Income Tax Credit (EITC). According to the Internal Revenue Service, the EITC returned over \$960 million into the pockets of Kentucky taxpayers.

4. Obtain/maintain adequate housing

Substandard housing is a chronic affliction across the Big Sandy region, particularly in the isolated rural areas. BSACAP recognizes that a lack of suitable and affordable housing is a major contributing factor to poverty in the region and strives to combat the problem.

The Agency operates several housing programs that assist low-income area participants to obtain and maintain suitable housing. The Weatherization program assists area low-income residents to maintain safer and more energy and cost-efficient housing. Homes served may receive energy efficient heating systems or may be better protected from winter with caulking or insulation, thereby extending the income of the occupants and allowing them to expend their resources on other needed goods and services that might ease the economic burden on the family. The programs also allow the home to be made safer through the installation of smoke detectors and carbon monoxide alarms.

The Tenant-Based Rental Assistance (TBRA) program and Rapid Re-Housing through the Emergency Solutions Grant extend the available income and resources of participants by supplementing the cost of housing. The program has the added benefit of ensuring an adequate level of suitable housing because each unit for which a subsidy is paid must pass inspections certified by HUD. The housing program enable families throughout the Big Sandy region to enjoy suitable as well as affordable housing and foster economic self-sufficiency by allowing the household to save part of the income that would otherwise have been used for shelter.

5. Emergency services through one-time payment/ short-term loan

A range of services is available to assist low-income residents with immediate and urgent individual and family needs. LIHEAP, Columbia Gas Energy Assistance, and Emergency Food and Shelter are BSACAP-operated programs used to meet these purposes.

To help ease the burden of escalating electric bills, the Agency's energy assistance programs help the area's low-income individuals and families by helping with their electric payments.

The LIHEAP Crisis component may be used to make an emergency utility payment or to purchase fuel for a resident who has received a utility disconnect notice or is within four days of exhausting an alternate source of heat. This is particularly important to the Big Sandy region during the winter months when many families have difficulty meeting their utility costs. A multitude of families rely on the program, especially when winter seasons are particularly harsh and push home heating costs to extremes. Without the crisis component of LIHEAP, numerous individuals and families would literally be left in the cold during the most inclement weather.

Emergency LIHEAP monies are also available for the Summer Cooling program. Summer Cooling operates when the Department of Health and Human Services (DHHS) declares an emergency due to extreme and prolonged heat. The component may not be offered every year, and is only implemented at the direction of the Cabinet for Health and Family Services (CHFS). Summer Cooling generally is targeted to households with a family member suffering a health condition or disability that requires cooling to prevent further deterioration.

The Agency provides Certificates of Financial Need through the county service offices that may be used by eligible households for 30-day utility payment extensions or hardship utility reconnections.

The Emergency Food and Shelter Program (EFSP) is intended to meet the emergency needs of individuals and families in need of shelter in Magoffin, Martin, and Pike counties.

The Agency also acts as a referral source for individuals or households seeking emergency services BSACAP does not provide.

6. Nutritious supplies/services

The Big Sandy Area Community Action Program operates the Child and Adult Feeding Assistance Program to counter starvation and malnutrition. The Child and Adult Feeding Assistance program supplies vital nutrition for low-income children in qualifying child care programs. This goal is accomplished by providing funds to centers or sponsors that offer nutritious meals to enrolled participants in child care centers, day care homes, and adult day care centers.

The Agency addresses mental health and physical well-being in its monthly workshops and promotes good nutrition with its Garden Seed program, which provides vouchers for garden seeds, plants, and/or fertilizer to, in turn, raise and preserve nutritious foods.

BSACAP offices in the five-county service area maintain a list of available food pantries and other sources for referring low-income residents in the event of emergency situations. Such lists include local countywide ministerial associations, the Salvation Army, the Full Gospel Mission Food Pantry in Salyersville, and Thankful Hearts Food Pantry in Pikeville. Agency staff members maintain communication with these organizations to ensure all resources are being utilized to feed the community's hungry.

The Agency's distribution of the Community Assistance Program's prescription cards helps lower the cost of prescription medicines. The objective is particularly important among Big Sandy elderly residents who lack private prescription coverage or do not qualify for Medicaid. Oftentimes, such people will opt to purchase a prescription in lieu of buying food.

Funding from the Emergency Food and Shelter Program (EFSP) is distributed to several local food pantries in our area. Needy families use this service as a way to supplement food cost by receiving nutritious items for meal preparation.

The Agency regularly makes referrals to the Department for Community Based Services for customers to make application for Temporary Assistance for Needy Families (TANF) and to other food relief agencies.

7. Achieve greater participation in community affairs

Community affairs are important to BSACAP and the Agency strives to affect participation by low-income residents. The quarterly interagency meetings, Head Start Policy Council activities, BSACAP Board of Directors meetings, monthly community workshops, and various community functions in which both customers and staff are encouraged to attend demonstrates the Agency's commitment to the community.

The interagency meetings represent a dual purpose: to reduce or eliminate duplication of services among agencies and to share information that will lead to greater services for, and therefore participation by, low-income residents.

The Head Start Policy Council directly permits representative low-income residents with children in Head Start programs to participate in the decision-making process governing the operation of Head Start programs in the BSACAP service area. Operational policies, personnel,

and budgetary issues are discussed and acted upon at the council meetings and parents are encouraged and afforded every opportunity to take part in the decision-making process.

8. Comprehensive long-term family development programs

Big Sandy Area Community Action Program operates several programs that individually and collectively feature family development and sustainability as their focal points. Case management works with families to break through barriers that keep them in poverty including a lack of transportation, employment, or education, all of which were identified as needs on the recent community assessment.

The Agency works one-on-one with families who want to break the cycle of poverty. After identifying barriers, as well as strengths and weaknesses, case managers help customers set goals and develop individualized plans to achieve these goals.

Head Start emphasizes family development. Fatherhood and parenting skills development efforts are vital parts of BSACAP Head Start's programming success. Such efforts are attempts to bring male role models to bear upon the early development of Head Start children. Good parenting skills are necessary for the sound social and emotional development in children as well as for their health and safety.

9. Emergency goods and services needed for good health

Oftentimes, low-income residents of the Big Sandy region have trouble paying and maintaining electric bills. To help ease this burden, BSACAP provides services to assist low-income resident needs for emergency goods and services. The Agency uses LIHEAP, Columbia Gas Energy Assistance, and Emergency Food and Shelter to meet these needs.

The LIHEAP Crisis component may be used for emergency payment of utility bills to avoid loss of service when disconnection is imminent. The component may also be used to purchase coal, wood, propane, fuel oil, or kerosene when a family is within four days of exhausting their source of heat.

The Emergency Food and Shelter Program (EFSP) funded by the Federal Emergency Management Agency (FEMA) is designed to assist qualifying Magoffin, Martin, and Pike county households with emergency utility services. The Agency provides leadership to FEMA activities

at the county level by serving on FEMA county boards in all five counties in the Agency's service area.

The service offices located in the Agency's five-county service area maintain a current list of agencies and private sources that can be used to assist individuals and families in time of personal or family emergency. The listings include organizations such as the Salvation Army, ministerial associations, housing and clothing sources, and food pantries. The Agency also makes clients in need of emergency services aware of how other organizations can help and employees make appropriate referrals. The regularly-held interagency meetings are beneficial in that all service organizations gain valuable knowledge of what each Agency offers.

The SSI Representative Payee Program administered by BSACAP helps to ensure that residents less able to make their own decisions about financial matters can still function effectively in a family environment. With the Agency administering the recipient's benefits, the likelihood of a family member abusing the recipient's monies is lessened, thereby avoiding friction and possible hostility within the family.

All services offices throughout the five-county service area regularly provide information and referrals to individuals and families including local health departments and community clinics.

III. Coordination between governmental and social agencies

The Agency recognizes the vital importance of maintaining a close working relationship with all social service and civic organizations within the service area and realizes more people in the community can be helped when all strive toward the common goal. CSBG staff members work diligently to develop and maintain relationships conducive for all involved, with the realization that a better understanding of sister agencies eliminates duplicative services; consequently, funds may be utilized more efficiently and effectively within the communities served.

Government, quasi-government, or university-funded programs operated by BSACAP are the Child and Adult Feeding Program, the Community Services Block Grant, Head Start, LIHEAP, Social Security and Supplemental Security Income Representative Payee program, Tenant Based Rental Assistance, and Weatherization.

Agencies with which BSACAP coordinates efforts and has an established linkage are the Cabinet for Health and Family Services, the U.S. Department of Health and Human Services, Eastern

Kentucky University, Eastern Kentucky Concentrated Employment Program, Kentucky Housing Corporation, Social Security Administration, Big Sandy Area Development District, Habitat for Humanity, and Federal Emergency Management Agency.

State or federal-funded programs operated by the Agency in partnership with other non-profits include the WIOA programs that serve adults, dislocated workers and youth.

The Agency-operated programs funded by businesses are Demand Side Management, Columbia Gas Energy Assistance, Winter Care, and Kentucky Power Home Energy Assistance Program.

BSACAP maintains a linkage and regularly coordinates efforts to deliver services with the following non-profits or businesses: The Center for Rural Development; American Electric Power; Columbia Gas; Big Sandy Area Development District; National Council on the Aging; Big Sandy Community and Technical College; the University of Pikeville; Winter Care Energy Fund; Community Action Kentucky; and Eastern Kentucky Concentrated Employment Program.

In addition to the linkages established through funded programs, BSACAP uses quarterly interagency meetings to maintain existing linkages with other social programs that share an interest in delivering services to low-income individuals. The list of such linkages includes Big Sandy Community and Technical College and its various campuses, Mountain Comprehensive Care, the Salvation Army, health agencies, and area faith-based charities and social agencies.

Members of BSACAP staff actively participate on several committees of the Pike County Human Resource Interagency Coalition, a countywide coalition that delivers services to low-income and elderly residents. At monthly meetings, linkages are used to solve case problems and to work together for the betterment of the low-income. Linkages include agencies and organizations from all areas of need including USDA Rural Development, Big Sandy Area Development District Agency on Aging, Christian Appalachian Project, Social Security Administration, and the Cabinet for Health and Family Services as well as area food pantries, faith-based organizations, and other social agencies.

Several members of the BSACAP management staff are actively involved on the boards and committees of many area community organizations. These include Sandy Valley Transportation, Red Cross, Mountain Housing, area family resource and youth service centers, 4-H Council, Low Income Housing Coalition of Eastern Kentucky, Inc. (LINKS), and various civic organizations.

IV. Involvement of private sector to reduce poverty

Through its many linkages with the private sector, BSACAP will continue to encourage the use of private sector community and faith-based groups and private individuals to serve the needs of the low-income within the community.

Representatives of civic organizations and private sector entities regularly attend the quarterly interagency meetings held in the BSACAP service area. Attendees may include Mountain Comprehensive Care, Christian Appalachian Project, local Catholic social services, local church groups, and local food pantries.

The Agency encourages the growth and diversification of the area's job market by partnering with EKCEP's Kentucky Teleworks, an initiative that allows qualified clients to work from their homes via the Internet, the National Emergency Mining Grant, which provides training for out-of-work miners as well as their spouses, and the National Emergency Community Impact Grant, which provides training for individuals who were laid off from companies that were ancillary to the coal industry. Agency staff members provide career counseling, resume development, and job training for such employment opportunities as well as technical support and case management.

Further, the Agency promotes economic development by assisting employers in a variety of ways; pre-screening applicants, coordinating at job fairs, employee testing, recruitment, etc. Funded through a National Emergency Grant, the Agency also enters into several OJT contracts with local employers to re-train and provide long-term employment to out-of-work coal miners. The OJT contracts allow for reimbursement for a portion of employee wages.

V. Economic development activities

Big Sandy Area Community Action Program will continue to support economic development efforts in the service area by encouraging staff members to participate in area chambers of commerce, supporting the countywide economic development initiatives, participating in the operation of the Pikeville JobSight, allying the Agency with the Big Sandy Area Development District in its economic development activities, and improving the quality of the local workforces through the WIOA programs (Adult, Dislocated Worker, and Youth).

Agency representatives are available to partner with employers and other agencies, especially when employers relocate or expand operations.

Several WIOA staff members serve as Job Club Facilitators and oversee Job Clubs in Floyd, Johnson, and Pike counties. These regular meetings allow a group of job seekers to support one another in their search for employment. Facilitators provide tips on many aspects of career development including resume assistance, interview preparation, employer visits, and job openings. Job Club attendees are assigned to individual Career Advisors for more in depth counseling.

The Agency makes available short-term training classes for certain program participants to meet the needs of community employers. For example, as there is a shortage of Certified Nursing Aides (CNA) in the area, the Agency has on numerous occasions enrolled program participants in CNA training and, following completion of training, successfully placed them in employment.

In order to prepare individuals for the workforce, the Agency offers Job Readiness training for participants in WIOA-funded programs as well as the Senior Community Service Employee Program (SCSEP) and Job Coaching. Job readiness teaches participants how to look for suitable work, interviewing skills, appropriate dress, application completion, and effective resume writing skills.

CSBG-funded job developers work with clients individually to prepare them for employment. Staff members offer career counseling, skills assessment, TABE testing, and other tools to help match job seekers with employers.

VI. Education, counseling, technical assistance on equal opportunity compliance

The Agency will continue its inwardly directed education and counseling efforts relative to compliance with equal opportunity legislation. Departmental managers receive in-house training at regularly scheduled staff meetings, with applicable information disseminated for the managers to share with staff. The Equal Employment Opportunity Coordinator (EEOC) will continue to monitor all Agency offices to ensure compliance with all appropriate legislation including full disclosure relative to grievance procedures. The EEOC will continue to provide education and counseling for Agency staff on an as-needed basis. Should the need arise, the EEOC will provide

referrals to individuals and community organizations requesting assistance with equal opportunity legislation.

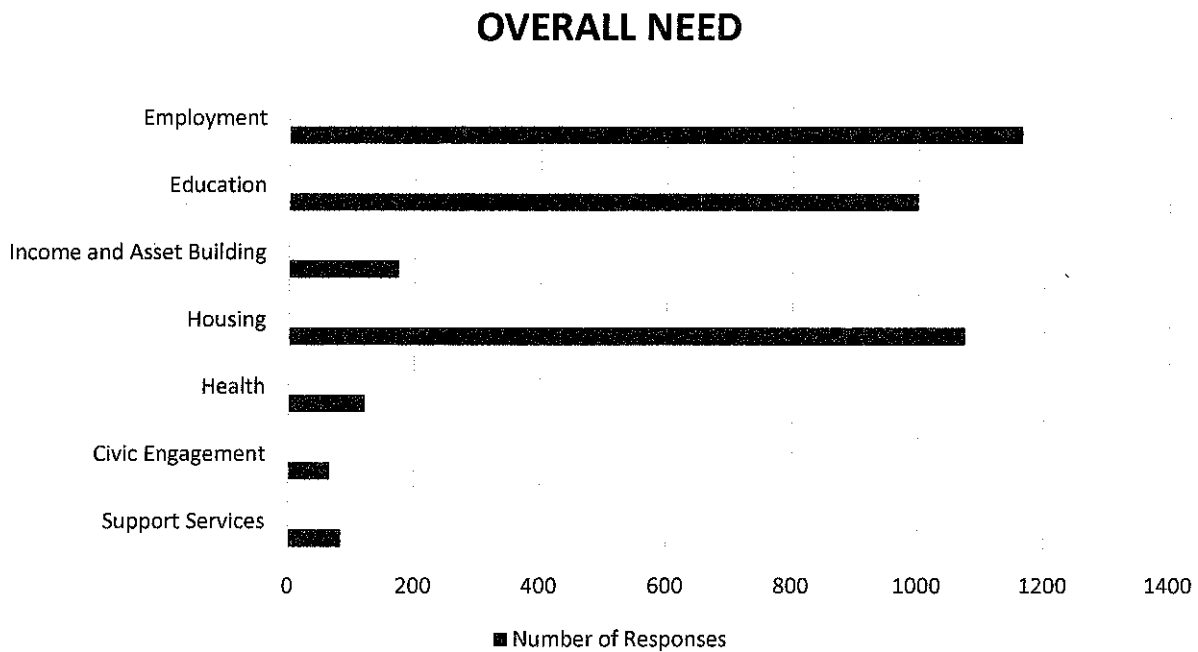
The Agency's EEOC routinely updates all bulletin boards in public areas that contain current information for both staff and the public viewing. These bulletin boards have posted on them information that explains the appeals process for people dissatisfied with an Agency program decision or those who wish to file a discrimination complaint or feel they have been treated inappropriately.

The Agency's human resources manager addresses EEO issues with presentations at interagency meetings and to other agencies. BSACAP is available to anyone in the community needing assistance with compliance with equal opportunity legislation.

e. Key Findings and Prioritized Services

The Agency asked each surveyor to mark their top three concerns within the seven CSBG service categories and then asked to mark their top three subcategory concerns within each service. Responses were tabulated and ranked via highest percentage. Based on these percentages, the Agency has given priority to the CSBG service categories shown in the chart below:

Needs Assessment Survey Priorities



Employment is ranked as the first priority for the Agency. Employment has been determined by Big Sandy Area Community Action Program as a community level need. The top subcategory concerns of those surveyed was finding more training for the jobs available, finding affordable transportation, and improving workforce readiness skills.

The collapse of the coal industry has affected the whole economy of the region. Not only is the area faced with out-of-work miners, the ripple effect is a major concern. Many eastern Kentucky residents lost their jobs in non-coal related businesses as a result of the economic “domino effect” resulting from the rapid decline in the region’s coal industry.

For many, coal-related work has comprised the whole of their working lives, so many of the affected individuals are training in new fields or modifying their existing credentials in order to meet 21st century marketplace demands.

The area has a large number of individuals who suffer from physical or mental disabilities which have taken them out of the workforce for some period of time. If proper healthcare is received at some point, those individuals face a difficult journey returning to work. Additionally, individuals living on a fixed income are finding it more and more necessary to return to work in order to cover their household bills.

In recent years, various partners in the social service, public, and private sectors have worked together to spur economic development in the region; however, the majority of job growth has been in fast food service and similar jobs which do not provide a living wage or benefits. Larger economic development projects in the areas of technology and manufacturing have failed to take hold or have not provided the benefit to the region that was intended.

The Agency’s serves a very rural area with no public transportation and practically no method of travel other than personal vehicle. Similarly, childcare is often physically or financially out of reach for many families and cannot support shift work schedules.

Housing is the Agency’s second priority this year. Housing is another community level need. The top three subcategory concerns are rental housing for seniors and the disabled, finding grants to make homeownership and rehab affordable, and security/utility deposit programs.

The area faces inadequate affordable housing stock. The majority of clean and safe housing opportunities are either out of financial reach for our most vulnerable populations, including children, single parents, the elderly, and recovering addicts, or the complexes are completely filled with long waiting lists. Opportunistic landlords take advantage of the situation by renting out low-priced properties that are significantly damaged, dilapidated, or grossly inadequate (an old motel renamed as an “apartment complex” for instance).

A significant portion of housing stock in our area is found in mobile home parks and trailer courts, several of which are also owned by opportunistic landlords. Not only are mobile homes more difficult to heat, making tenants more reliant on limited public funds for assistance with energy bills, they are among the most vulnerable structures in severe weather events, such as tornadoes. Our service area has seen an increase in severe weather in the last five years. Tornadoes and flash flooding have led to significant losses of property, housing, and lives. Additionally, the most affordable land is often located in the flood zone and near abandoned mines, increasing the health and safety risks of people who take advantage of the lower-priced housing on the low-cost land. Because of the location of these properties, flood insurance is extremely high, so much so that it can be impossible, even for those with middle-class wages, to purchase and maintain. Even with a roof over their heads, low-income people are still not protected from the weather.

There are only two emergency shelters in the five-county service area, one in Pike County and one in Floyd County that opened in March of 2019, leaving three counties without an emergency shelter and no transportation options to reach the two that are available.

The area is also seeing a steady increase in the number of elderly people who fall into poverty later in life leaving them with few resources to have maintenance or accessibility work performed on their homes. Also, in spite of lowering unemployment rates, the poverty rate remains persistently high, leaving many without affordable homeownership options.

Education is the Agency’s third priority. The top three concerns within education are accessible counseling to prepare students for college, preschool activities for children to develop school readiness skills, and finding affordable childcare options. Education has been determined by the agency as a family level need.

Between a quarter and a third of the population in the area does not have a high school diploma or equivalent. Historically, the majority of the work available in the region did not require a high level of education and the lack of emphasis on its importance among area families persists today. Additionally, social and home life factors have prevented many people from finishing high school and/or continuing their education. In cases of parental drug addiction, child abuse, and extreme poverty, children have a difficult time completing the work required of them and managing the social aspects of school.

Many people believe they cannot afford higher education and are unaware of the financial aid available to them. Additionally, there is a need for trade work and trade school to be incorporated into “college and career ready” discussions.

Income and Asset Building is the Agency’s fourth priority. The top three subcategories this year were finding more information on how to access financial resources, information on how to access credit counseling, and more education on how to build assets. Income and Asset building has been deemed a family level need for Big Sandy Area Community Action Program.

Cyclical and generational poverty have plagued eastern Kentucky for decades. Many families struggle to maintain subsistence levels of income and assets, so future planning has been difficult for most to envision.

The area is also serviced by a large number of predatory “payday” lenders (i.e. five payday lenders in a town with a population of 4,203) which trap people in a repayment cycle that is difficult for them to break.

Clients need education on how to make the most of a small income and potential pathways to homeownership and savings.

Health is the fifth priority for the area this year. The top three subcategories this year are finding payment assistance for adult dental, hearing, and vision services, access to affordable comprehensive health care services, and access to affordable transportation. BSACAP has determined that health is a family level need in our service area.

The Big Sandy Valley, and indeed the majority of eastern Kentucky counties, reports high rates of obesity, smoking, and lack of exercise, along with a need for chronic disease management.

Few practicing physicians, coupled with extended travel times makes healthcare difficult to receive. Two counties in our service area—Martin and Magoffin—do not have a hospital and the one hospital in Johnson County (Paul B. Hall Regional Medical Center) has the fourth highest hospital cost markup in the nation. The Affordable Care Act and the expansion of Medicaid has significantly decreased the number of individuals without health insurance; however, the working poor still struggle to afford health insurance plans.

While children are often able to access dental, hearing, and vision tests through their schools, affordable options are not always available to the adult population.

Support Services is the Agency's sixth priority, with the top three concerns being legal services, life skills programs and services, and youth services. Support Services is considered a family level need for the agency and our clients.

Through community partnerships with the Appalachian Regional Defense Fund (AppalReD), the University of Kentucky Cooperative Extension Services, and local schools and libraries, we work to create a network of experts who have the resources to properly address community support service needs beyond those available at the Agency.

Through a comprehensive resource guide, community resource navigators, and interagency meetings, the Agency continues to expand partnerships and increase awareness of the resources available.

Data gathered by Feeding America shows that an average of 19% of the area's population is food insecure. According to data provided by the Kentucky Youth Advocates' 2019 County Data Book, an average of 25% of children across the service area live in food insecure homes.

The Big Sandy Area Development District has a wide variety of programs designed to assist the elderly; however, they are not well known and many families are reluctant to request assistance. The area is seeing an aging population come into need as the Baby Boom generation begins to enter their retirement years and as younger people and families are moving out of the area in pursuit of better opportunities.

Central Appalachia is in the heart of the nation's opioid epidemic. According to the Foundation for AIDS Research, the Big Sandy region is saturated with opioid prescriptions.

- Floyd County – 215.9 prescriptions per 100 people
- Johnson County – 168.1 prescriptions per 100 people
- Magoffin County – 135.7 prescriptions per 100 people
- Martin County – 133.8 prescriptions per 100 people
- Pike County – 191.4 prescriptions per 100 people

The CDC has identified and ranked 220 counties across the nation at risk of outbreaks of HIV and/or hepatitis C as a result of the opioid epidemic. Floyd County ranks 10th, Pike County ranks 21st, Magoffin County ranks 23rd, Martin County ranks 34th, and Johnson County ranks 53rd in the nation. Needle exchange programs do not exist in the Agency's five service counties.

The Appalachian Regional Commission's data on drug-overdose rates show that while the national rate in 2018 was 20.6 deaths per 100,000, Floyd County's rate was 95.1, over four and a half times higher than the national average. Johnson's was 45.6, Magoffin's was 35.2, Martin's was 60.6, and Pike's was 59.1.

Civic Engagement is the Agency's seventh priority and considered by Big Sandy Area Community Action Program as an Agency-level need. Long-term political abuse, corruption, and nepotism have created a culture of suspicion, blame, and hopelessness in the area. Funds for public works have been squandered or embezzled over the years and individuals in positions of power have historically abused workers' rights leading people to have a deep distrust of government and its representatives.

Finding opportunities for low-income people to have a stake their communities is critical to the success of the area as it could provide a significant portion of the population with a say in decision-making and an understanding of how political changes affect their lives, along with empowering them to speak out on behalf of their communities' needs.

F. Activities to Be Performed for Prioritized Services

The local BSACAP Community Resource Representatives are responsible for all CSBG programming in their respective counties. Each county performs similar services. CSBG staff members recruit through community meetings, mass media, and home visits, and accepts applications from potential customers. Particular attention will be given to the following: the

elderly, teen parents, non-readers, and substance abusers. During the screening process, detailed family information is obtained to determine the customer's eligibility for participation in other Agency services and to prioritize applicants. BSACAP staff members make appropriate referrals.

Employment

Employment, the Agency's top priority, remains a concern throughout the Big Sandy Area Community Action Program service area.

CSBG staff members use clients, WIOA adult and youth work experience participants, and SCSEP enrollees to fill a variety of jobs that will provide needed training in the public and private sectors. The Agency also operates the WIOA-funded Job Club, an 11-week program in Floyd, Johnson, and Pike counties designed to produce stronger candidates for employment.

Staff members help develop job sites for enrollees and refer them to the WIOA Adult and Dislocated, WIOA Youth, and SCSEP programs. Records of all services are maintained and reported, according to individual program requirements.

Customer-oriented activities performed by the Agency as part of the employment services emphasis are as follows:

- Customer enters services office seeking services.
- A Family Profile is completed to compile household vital information.
- Customer's needs are addressed.
- Referrals are made to the Agency's employment programs and non-Agency employment programs as appropriate.
- Customer receives information regarding the Agency's employment programs.
- Customer completes an application for the Agency's employment programs.
- Customer completes employment assessment.
- Customer eligibility is determined using program guidelines.
- Customer receives services through the Agency's employment programs.
- Customer achieves employment goals.
- Customer is terminated due to program completion.

- Follow-up is completed with the customer following receipt of services through the Agency's employment programs.

The agency assesses customers to identify strengths, needs, and specific goals the customer should attain to ensure self-sufficiency. CSBG staff members have individual face-to-face contact with the participant on a regular basis to monitor the customer's progress. The customer participates in a variety of activities designed to fit the customer's needs such as job search, job readiness, job skills, and/or education. Staff members also address barriers the customer faces and offer guidance and support as well as referrals to support services.

BSACAP's Job Coaching program assists clients in job searches and obtaining skills as a means to escape poverty and become self-sufficient. Job Coaches meet with clients to enhance the client's employability and refer clients who face barriers to other Agency programs as well as to linkages.

Agency-provided customer-oriented services are provided as follows:

- Customer enters services office seeking services.
- A Family Profile is completed to compile household vital information.
- Customer's needs are addressed.
- Referrals are made to the Agency's self-sufficiency programs and non-Agency self-sufficiency programs as appropriate.
- Customer receives information regarding the Agency's self-sufficiency programs.
- Customer completes an application for the Agency's self-sufficiency programs.
- Customer eligibility is determined using program guidelines.
- Customer receives services through the Agency's self-sufficiency programs.
- Customer is terminated due to program completion.
- Follow-up is completed with the customer following receipt of services through the Agency's self-sufficiency programs.

Housing

Helping eligible families through Weatherization, TBRA, and other housing programs is the Agency's fourth priority. The Agency operates a home Weatherization Assistance Program with multiple crews working to weatherize homes. Staff members advertise and recruit potentially

eligible participants through referrals from other agencies, mass media, and home visits. Interested people apply in their county of residence at one of five county service offices. Staff members assess the applicant's situation, take appropriate information on a Family Profile, complete application(s), prioritize projects, and make referrals.

The Agency receives Tenant Based Rental Assistance (TBRA) and Rapid Re-Housing through the Emergency Solutions Grant (ESG) funding to provide vouchers for families and individuals who are referred by homeless shelters, abuse shelters, homeless providers, and other service agencies.

In the event another Agency is available to perform home repairs, weatherization, or housing services, BSACAP staff members make the appropriate referrals. A follow-up is completed by telephone or home visit.

Customer-oriented services provided by the Agency as part of its housing priority are as follows:

- Customer enters services office seeking services.
- A Family Profile is completed to compile household vital information.
- Customer's needs are addressed.
- Referrals are made to the Agency's housing programs and non-Agency housing programs as appropriate.
- Customer receives information regarding the Agency's housing programs.
- Customer completes an application for the Agency's housing Programs.
- Customer completes housing assessment.
- Customer eligibility is determined using program guidelines.
- Customer conducts a housing search.
- Customer receives services through the Agency's housing programs.
- Customer is terminated due to program completion.
- Follow-up is completed with the customer following receipt of services through the Agency's housing programs

Education

Education the Agency's third priority. The Agency ensures educational opportunities to clients through the Head Start Program, technical schools, colleges, and GED classes. BSACAP serves as the grantee for six Head Start programs and directly operates another program, all of which fund 1,133 slots. Nine grantee Head Start staff members manage supportive activities for the programs that provide all classroom experiences for the children. BSACAP staff members assist with recruitment and referral to the delegate Head Start Programs, to educational institutions, to local school-sponsored GED classes, and to GED classes held in the county service offices.

BSACAP provides annual scholarships for low-income residents to assist them in paying for their college or technical school tuition, books, and other expenses.

The Agency also operates the WIOA Adult, Dislocated Worker, and Youth programs that offer a variety of educational options. An assessment is completed to determine what services each participant requires. For those who did not complete their high school education, basic skills classes are provided at no cost to the participant. The participant may also need assistance in seeking full-time employment. Participants learn pre-employment skills to help them use labor market information, prepare resumes, complete job applications, hone interview techniques, and develop qualities of good employees. Economically disadvantaged participants may receive assistance with tuition and enrollment fees while attending a college or technical school.

Service office and comprehensive one-stop center staff members are trained to screen customers in order to determine if they are eligible for more than one service including educational programs. Special efforts are focused on referring families with pre-school children, school dropouts, non-readers, and high school graduates going to college or technical school.

The following customer-oriented services are provided by the Agency as part of the education priority:

- Customer enters services office seeking services.
- A Family Profile is completed to compile household vital information.
- Customer's needs are addressed.
- Referrals are made to the Agency's education programs and non-Agency education programs as appropriate.

- Customers receive information regarding the Agency's education programs.
- Customer completes an application for the Agency's education programs.
- Customer completes educational assessment.
- Customer eligibility is determined using program guidelines.
- Customer receives services through the Agency's education programs.
- Client achieves educational goals.
- Customer terminated due to program completion.

Follow-up is completed with the customer following receipt of services through the Agency's education programs.

Health

A need for healthier behavior and better access to affordable healthcare is evidenced by the ranking of health as the Agency's fourth priority.

BSACAP staff members refer clients to agencies such as county health departments and medical clinics within the area to provide health services, vaccinations, and education to its customers. The Agency addresses mental health and physical well-being in its monthly workshops and promotes good nutrition with its Garden Seed program, which provides vouchers for garden seeds, plants, and/or fertilizer to, in turn, raise and preserve nutritious foods. The Agency refers customers to the Kentucky Vision Project, a privately-funded program offering free eye exams and eyeglasses to low-income families, and distributes Community Assistance Program prescription cards to help alleviate the high cost of prescription medicines. Staff members remain vigilant for signs of malnutrition, drug and alcohol abuse, physical abuse, and questionable mental health in Agency interactions with customers. Appropriate referrals are made.

The Agency's Head Start program offers a multitude of health services to Head Start students and, in many cases, to their parents. Head Start strives to ensure healthier children through classroom instruction on nutrition to Head Start and pre-school students, reaching upwards of 1,100 children weekly. Parents receive nutrition education through workshops conducted at least once per year. Head Start also provides mental health screening, which may result in recommendations to teachers or referrals to other mental health professionals. Every child also undergoes hearing screening and developmental screening as well as vision and dental exams.

Agency-provided customer-oriented services that are part of its health priority are as follows:

- Customer enters services office seeking services.
- A Family Profile is completed to compile household vital information.
- Customer's needs are addressed.
- Referrals are made to the Agency's health programs and non-Agency health programs as appropriate.
- Customer receives information regarding the Agency's health programs.
- Customer completes an application for the Agency's health programs.
- Customer eligibility is determined using program guidelines.
- Customer receives services through the Agency's health programs.
- Customer is terminated due to program completion.
- Follow-up is completed with the customer following receipt of services through the Agency's health programs.

CSBG staff members incorporate nutrition education into the community workshops' curriculum. Participants receive instruction on gardening, food preparation, proper storage, and economical ways to save money in the family grocery budget.

With the cost of nutritious foods often too expensive for low-income families to afford, CSBG staff members administer the Garden Seed program. The service provides vouchers for clients to grow their own vegetable gardens, thus ensuring fresh, nutritious vegetables for several months of the year. Canning, freezing, and drying the garden produce provide economical means for the family to save money.

Head Start strives to ensure healthier children through classroom instruction on nutrition to Head Start and pre-school students, reaching well over 1,000 children weekly. Parents receive nutrition education through workshops conducted at least once per year from the Agency's registered dietitian.

Staff members coordinate nutrition activities with other area community- and faith-based agencies. Eligible customers are referred locally for food and food stamps and to county extension offices for informational leaflets on gardening and for tips on preparing foods.

Customer-oriented services provided by the Agency as part of the nutrition priority emphasis are as follows:

- Customer enters services office seeking services.
- A Family Profile is completed to compile household vital information
- Customer's needs are addressed.
- Referrals are made to the Agency's nutrition programs and non-Agency nutrition programs as appropriate.
- Customer receives information regarding the Agency's nutrition programs.
- Customer completes an application for the Agency's nutrition programs.
- Customer eligibility is determined using program guidelines.
- Customer receives services through the Agency's nutrition programs.
- Customer is terminated due to program completion.
- Follow-up is completed with the customer following receipt of services through the Agency's nutrition programs.

Special attention is given to families with children, teen parents, elderly poor, the illiterate and functionally illiterate, potential suicides, substance abusers, and the homeless.

Supportive Services

Providing supportive services to low-income individuals and families ranks as the sixth Agency priority. The Agency can respond to emergencies only as funds and materials are obtained for those purposes from private, government, civic, volunteer, or faith-based agencies. Staff members help mobilize all resources to meet the emergency needs of clients. Among planned resources are LIHEAP Crisis and Emergency Food and Shelter Program (FEMA) as well as the Goodwill Voucher Program and other available clothing sources.

Staff members advertise and recruit eligible customers through news media, home visits, and office visits. Qualifying applicants are served according to established Agency program criteria.

Staff members also assist homeless customers through referrals to homeless shelters within the area and other resources such as the American Red Cross, the Salvation Army, local ministerial associations, and food pantries. Special attention is given to families with children, teen parents, the elderly poor, non-readers, potential suicides, substance abusers, and the homeless.

Customer-oriented services provided by the Agency as part of the emergency services priority are as follows:

- Customer enters services office seeking services.
- A Family Profile is completed to compile household vital information.
- Customer's needs are addressed.
- Referrals are made to the Agency's emergency services programs and non-Agency emergency services programs as appropriate.
- Customer receives information regarding the Agency's emergency services programs.
- Customer emergency situation is addressed.
- Customer completes an application for the Agency's emergency services programs.
- Customer eligibility is determined using program guidelines.
- Customer receives services through the Agency's emergency services programs.
- Customer is terminated because emergency situation has been resolved.
- Follow-up is completed with the customer following receipt of services through the Agency's emergency services programs.

When a customer seeks services from BSACAP, a CSBG staff member completes a family assessment. From this assessment, CSBG staff can identify the needs of the customer and connect him or her to the available resources. If a customer experiences difficulty paying a utility bill, the Agency may be able to offer assistance through the LIHEAP program. If funds for that program have been exhausted, the family may be able to receive help from the Columbia Gas Program, Kentucky Power's HEART and THAW programs, or FEMA funding. The eligibility requirements for these programs are the same as the CSBG income guidelines. In essence, these community services are linked and, therefore, if funding for one program has been exhausted, the Agency may offer another program to help this family.

Customer-oriented services provided by the Agency are as follows:

- Customer enters services office seeking services.
- A Family Profile is completed to compile household vital information
- Customer's needs are addressed.

- Referrals are made to the Agency's other programs and non-Agency community partners as appropriate.
- Customer receives information regarding the Agency's community partners.
- Customer receives services through the Agency's community partners.
- Customer participates in community partner's program activities as appropriate.
- Customer participates in the needs assessment process.
- Follow-up is completed with the customer following receipt of services through the Agency's community partners.

Through money funded through the CARES Act, the agency is currently updating the Resource & Referral Guides, which will be printed, published, and given to each service office for current resource and referral information.

Income and Asset Building

Big Sandy Area Community Action Program operates several programs that aid individuals and families with income management, the sixth Agency priority.

LIHEAP, an energy assistance program, supplements participant heating bills during the winter months thus lowering the burden of monthly bills and increasing the general welfare of families served.

The Agency operates other programs to provide additional assistance in the event LIHEAP funds are exhausted. The Columbia Gas program, the Certificates of Financial Need, and Kentucky Power's HEART and THAW programs are used to further assist qualifying individuals and families to better manage their limited incomes.

Through an agreement with the Social Security Administration, the Agency receives Social Security and Supplemental Security Income checks for referred clients through the Social Security Representative Payee Program. The Agency then releases these checks to the client and counsels the client on the use of income. In some cases, staff members pay bills for clients to ensure clients can better maintain their self-sufficient status.

Agency staff, trained by representatives from the Internal Revenue Service, electronically complete and file income tax returns. Clients who take advantage of this service are assured of receiving the largest possible refund and, where applicable, the Earned Income Tax Credit. Since the service is free, clients gain extra income by not having to pay to have their tax returns completed and by receiving the maximum tax refund allowed.

In an effort to ensure Big Sandy residents make the most of their available income, CSBG staff members in all five service counties conduct regularly scheduled budget workshops that are open to the public. The workshops focus on educating the consumer on the wise and efficient use of their money and the importance of a good credit rating to financial stability.

Customer-oriented services provided by the Agency as part of the income management emphasis are as follows:

- Customer enters services office seeking services.
- A Family Profile is completed to compile household vital information.
- Customer needs are addressed.
- Referrals are made to the Agency's income management programs and non-Agency income management programs as appropriate.
- Customer receives information regarding the Agency's income management programs.
- Customer completes an application for the Agency's income management programs.
- Customer eligibility is determined using program guidelines.
- Customer receives services through the Agency's income management programs.
- Customer is terminated due to program completion.
- Follow-up is completed with the customer following receipt of services through the Agency's income management programs.

Civic Engagement

Big Sandy Area Community Action Program strives for community participation in all programs administered by the Agency, and realizes the importance of Civic Engagement, identified as the seventh priority. Customers are informed about and invited to volunteer in the Agency and are elected or invited to participate on Agency boards, policy councils, or advisory committees. The

interagency meetings coordinated by BSACAP provide valuable linkages to faith- and community-based organizations across the area. BSACAP encourages customer suggestions and participation in the Agency's community needs assessment process.

- Individuals interested in representing the low-income community on the Agency's Board of Directors are invited to run for the annual election.
- Customers are informed of and vote on representatives for the low-income sector of the Agency's Board of Directors.
- Local government officials regularly meet with low-income representatives to discuss the business of the Agency.
- Announcements are made regarding Board of Directors meeting times, dates, and locations.
- Opportunities for civic engagement as it relates to the needs of the low-income community are announced via social media (i.e. public meetings regarding utility rate increases, workshops and seminars related to economic development, etc.).
- Customers may provide information to the agency regarding their needs through the annual Community Needs Assessment process and the Customer Satisfaction Survey.

G. Logic Model (Attachments D1) Logic models are created Adult Education Program, Adult Employment Program, Head Start Program, Healthy Families Program, and Housing Assistance Program.

H. Targeted Allocation of Funds

To adequately establish priorities, develop goals, and allocate funds to meet those goals, the needs assessment process provides information about the area poverty causes, conditions, needs, and available resources. The resulting data focuses attention on the magnitude and intensity of problems and indicate gaps in resources and services.

The Agency also applies the data toward the construction of logic model, which allow the Agency to identify needs and determine the best approach to implementing programs.

The Agency plan for setting priorities requires input from the Planning and Review Committee and the Board of Directors. Using data from the needs assessment, the Board identifies the short and long-range needs of the low income in the community; consequently, the Board sets priorities and develops criteria and methodology to address the needs. Criteria include severity of need, magnitude of need, availability of resources, and impact.

Final decision-making and approval of priorities rests with the Board, which also determines funding allocation, taking into consideration the amount of funds available to address the needs.

I. CSBG Staff in Collaboration

CSBG staff are deeply involved in the administration of other state funded programs and services. CSBG Community Resource Representatives serve as LIHEAP intake workers, administer the Garden Seed Program, and complete intake documentation for the Weatherization Assistance Program. They also provide referrals to all other Agency programs including Head Start, WIOA, SCSEP, and others.

The Agency's Grant Writer and IT Manager are CSBG funded staff who provide services to all programs housed within Big Sandy Area Community Action Program. Marketing and public relations as well as technology and digital security are provided to all Agency programs by CSBG.

J. Non-Duplication of Services

The Big Sandy Area Community Action Program participates in interagency meetings that provide for the input of other service providers to the BSACAP work plan. The meetings are held quarterly in each of the service counties to ensure agencies do not duplicate services. Further, the Agency's executive director meets regularly with the regional administrator from the Department of Community Based Services to review and update provided services, which also prevents duplicative services. The Agency and the Department of Community Based Services also maintain a written agreement attesting that the agencies will not duplicate services.

I. Willingness to Share Information

Interagency meetings have as a major purpose the avoidance of service duplication so that area resources may be directed toward unmet needs of the low-income people. BSACAP certifies a

willingness to share necessary customer information and records within legal limitations and a willingness to provide leadership in arranging for meetings, held quarterly, of all social service agencies in the BSACAP service area for the purpose of developing substantive interagency cooperation and assessing the social services currently being provided.

II. Coordination with Faith-Based Organizations, Fatherhood Programs, Healthy Marriage Programs, Rural Development, and One-Stop Partnerships

Big Sandy Area Community Action Program staff members have assisted faith-based organizations that are interested in providing services for the poor. Among recent efforts are those to assist and coordinate services with local ministerial associations, the Salvation Army, God's Pantry, and Christian Appalachian Project to help determine families in need of services and to help with outreach activities serving low-income individuals and families with food, clothing, housing, furniture, educational services, and services for the homeless.

Fatherhood programs are integral to the BSACAP Head Start program. Such efforts are attempts to bring male role models to bear upon the early development of children in Head Start. Referrals are made to community partners who provide parenting programs where the male role in the family is often the topic of instruction because of his importance to the development and stability of the families.

The Agency acts as the workforce One-Stop Operator for the area, funded by WIOA monies through the Eastern Kentucky Concentrated Employment Program. The role requires full coordination of activities with such agencies as the Office of Employment and Training, Department of Vocational Rehabilitation, Department for the Blind, Job Corps, Commonwealth Education Opportunity Center, Adult Education and Literacy, and the Big Sandy Community and Technical College of the Kentucky Community and Technical College System.

III. Coordination and Consultation with the Department for Community Based Services

The BSACAP Executive Director and the Department for Community Based Services (DCBS) Service Region Administrator meet on a quarterly basis to discuss existing programs and community needs. Information about BSACAP programs and services has been provided to DCBS for their online newsletter and serves to better inform DCBS line staff of the services available to which they can refer their customers. Customers are also cross referred between Kentucky state

agencies and this Agency. Referral forms have been devised for that purpose. Follow-ups are done within two to three weeks after a referral is made.

K. Agency's Efforts to Focus Attention on Youth Services

Big Sandy Area Community Action Program, Inc., has gained valuable experience in operating programs that promote youth development in low-income communities through the operation of Head Start and the WIOA Youth Program.

The Head Start Program serves the five counties with a combined total funded enrollment of 1,100 three- and four-year-old children. Within the program, services are provided through six delegate agencies and one directly-funded program. Additionally, a local agreement for coordination on Full Utilization of Head Start in district-operated preschool programs is signed each year with the six delegates. This allows staff involvement in the local districts pre-school application process and ensures Head Start funds are not being supplanted and services are coordinated for all eligible pre-school children.

The Kentucky Head Start Collaboration Project also provides a valuable linkage between Head Start and other state/federal pre-school programs and in working toward improved communication and coordination of services.

The BSACAP WIOA Opportunity Youth Program is concerned with young people age 18-24 years who have had some kind of involvement with the criminal justice system. The primary emphasis is assisting participants to better prepare to either enter the workforce or attend a post-secondary educational institution. This goal is accomplished by paid internships, tutoring, study skills training, adult mentoring, and comprehensive guidance and counseling. Leadership development is promoted through community service and peer-centered activities encouraging responsibility and positive social behaviors.

L. Coordination and Linkage of Other Community Services

In addition to assisting the needs of low-income residents, BSACAP is mutually involved with other community service organizations providing a multitude of services. The Agency works with other organizations to share information; plan meetings; discuss and implement case studies of families that have special needs requiring multi-agency assistance; and to develop and operate projects and programs that serve the needs of the community.

BSACAP Executive Director and the DCBS Service Region Administrator meet on a quarterly basis to discuss existing programs and community needs and to coordinate efforts to meet those needs.

BSACAP operates several energy crisis intervention programs including the Low-Income Home Energy Assistance Program, the Columbia Gas program, Kentucky Power's HEART and THAW programs, and those with FEMA funding. BSACAP has contracted with the Cabinet for Health and Family Services and Community Action Kentucky for over 20 years for the successful operation of the LIHEAP program. The LIHEAP program assists more than 15,000 families in the Big Sandy area with their home energy costs during the winter months. In certain situations, LIHEAP leverages funds from participating utility companies to assist with paying winter home energy costs. BSACAP also provides utility assistance through a contract with the Federal Emergency Management Agency. Residents of Magoffin and Martin counties can qualify for utility assistance through FEMA funding if they have received a disconnect notice and no other energy assistance program is currently in operation.

The Agency provides a comprehensive array of business and employment services that benefit both the employer and job seekers. Through linking with area educational and vocational institutions, the Agency is able to coordinate training to provide a pool of potential employees to businesses needing specific employees, or to provide applicants for positions that are difficult to fill.

Big Sandy Area Community Action Program, via the Kentucky Domestic Violence Association (KDVA) and Community Action Kentucky, aid low-income tax payers with a free tax preparation service. IRS-trained staff members complete tax returns for clients and electronically file returns, reducing the waiting time for a refund check and ensuring a more accurate return. All clients are given information about the Earned Income Tax Credit, which could bring as much as \$125 million into the pockets of Kentucky taxpayers.

Under the auspices of the Board of Directors, the BSACAP executive director maintains authority and responsibility relative to coordination and linkages with other community services and implements changes accordingly, relative to identified needs. The executive director assigns or delegates responsibilities to a number of Agency staff members who are responsible for carrying out coordination and linkage functions. These staff members include the deputy director, community resource representatives, and program managers.

M. ROMA SYF 2020 Analysis and SFY 2021 Adjustments

To improve service delivery, the Agency compared projected outcomes on the SFY2021 ROMA report to the actual results thus far. The Agency also self-monitored by comparing actual success rates to the 2020-2021 logic model projections, and edited the goals accordingly.

- Lowered projections for SFY 2021-2022 SafeLink telephone enrollments due the increased number of applicants having cell service. The SafeLink market is saturated in the local area.
- Increased the targets for SFY 2021-2022 in the number of housing services due to CARES funding.

By studying the SFY 2020-2021 ROMA data, BSACAP noted areas of needed improvement. For SFY 2021-2022, the Agency plans to strengthen service delivery by:

- CSBG Program Manager completing National ROMA Trainer credential.
- Searching and applying for funding opportunities for increased access to employment services, housing services, and educational programs. These are the top three Agency priorities from the 2021 Needs Assessment.
- Creating programs funded through CARES Act that will serve more residents in our area.
- Raising community awareness of BSACAP services and successes through further advertisement and use of social media.
- Strengthening the partnerships in the community by holding Interagency/One Stop meetings virtually or where more space is available to allow a larger group of partners to attend.

Community Needs Assessment 2021



Big Sandy Area
COMMUNITY
Action Program

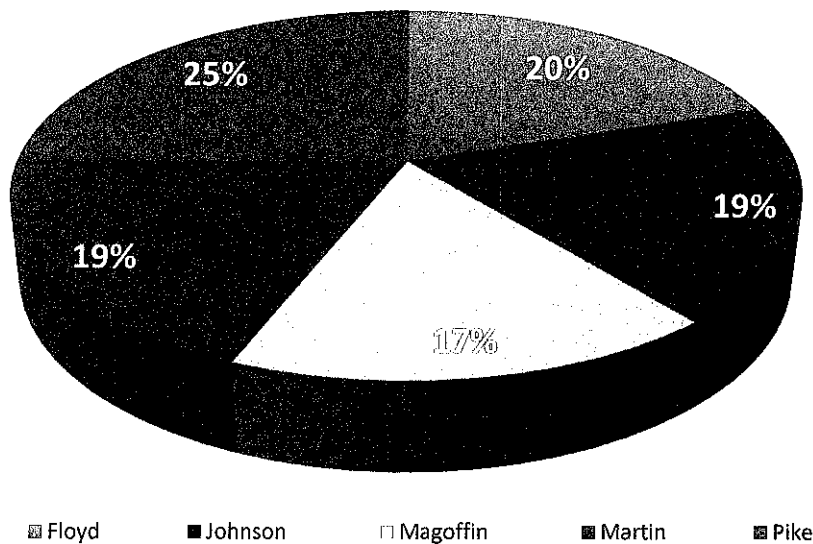
Needs Reported Through BSACAP Needs Assessment Survey

The annual needs assessment process was conducted by the Big Sandy Area Community Action Program from August 2020 to March 2021. Raw data was gathered from 1,227 respondents using Agency assessment survey forms. In order to compile a comprehensive and accurate community cross section, assessment forms were distributed to community members throughout the five-county service region.

The complete results, as well as a list of locations that the surveys were conducted can be found in the appendices. The survey was available online or completed in the presence of staff at the local service offices. The results were compiled and tallied. As proven by the responses, the needs for services that assist the impoverished are great.

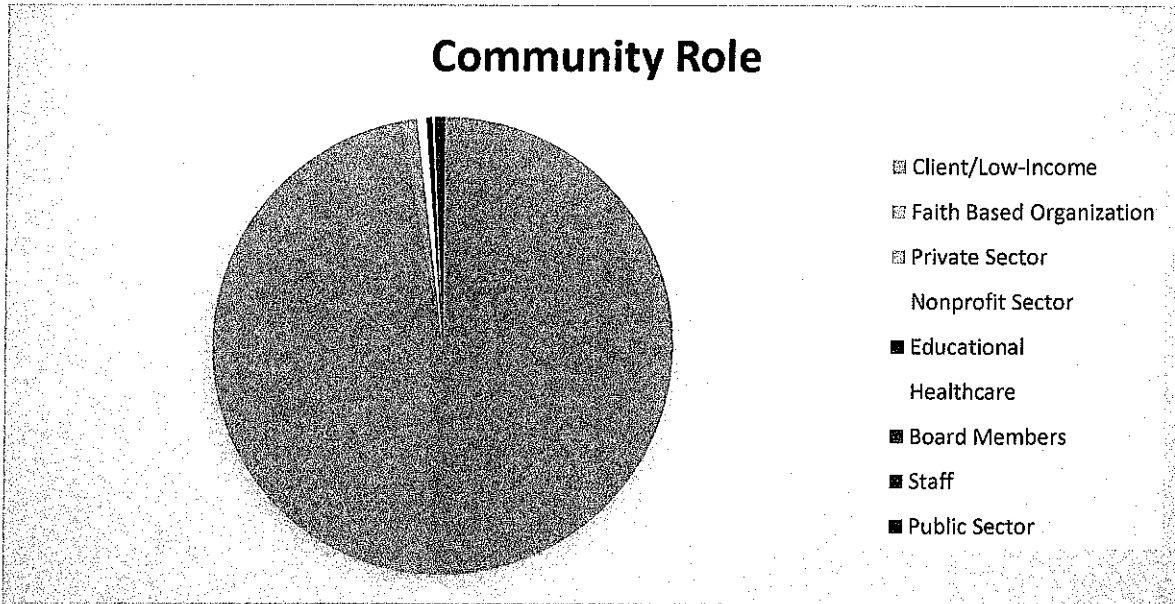
With Kentucky having one of the higher national poverty levels, the survey results will help us align programs to assist individuals and families living in poverty.

Responses By County



The graph above indicates the survey responses by county. As indicated, Pike County had the largest number of responses. We find that surveys roughly aligned with the population distributed throughout the BSACAP service area except for the increase in the Martin County responses.

Assessments were completed by low-income representatives, individual program participants, faith-based organization representatives, local service providers, community partners, educational institution staff, members of the board, and members of both the private and the public sector.



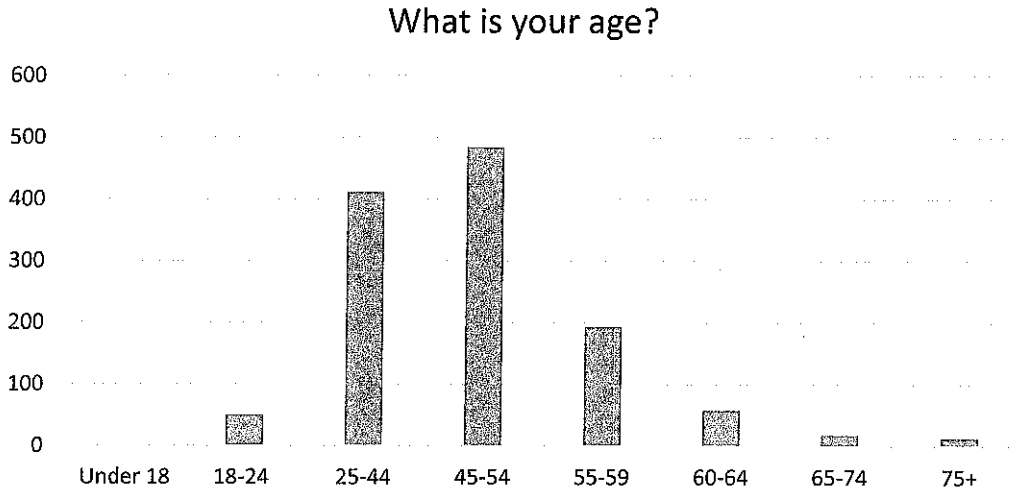
The graph above indicates the category of community member that respondents felt they most represented. Nearly all of the respondents this year, 97%, came directly from our clients or members of the low-income community. Less than one-third came from representatives of the health, education, public, private, and nonprofit sectors.

According to the U.S. Census Bureau, approximately 28% of the population in the Big Sandy Area are living in poverty. This is higher than both the state and the national poverty levels. This information is shown in the table below.

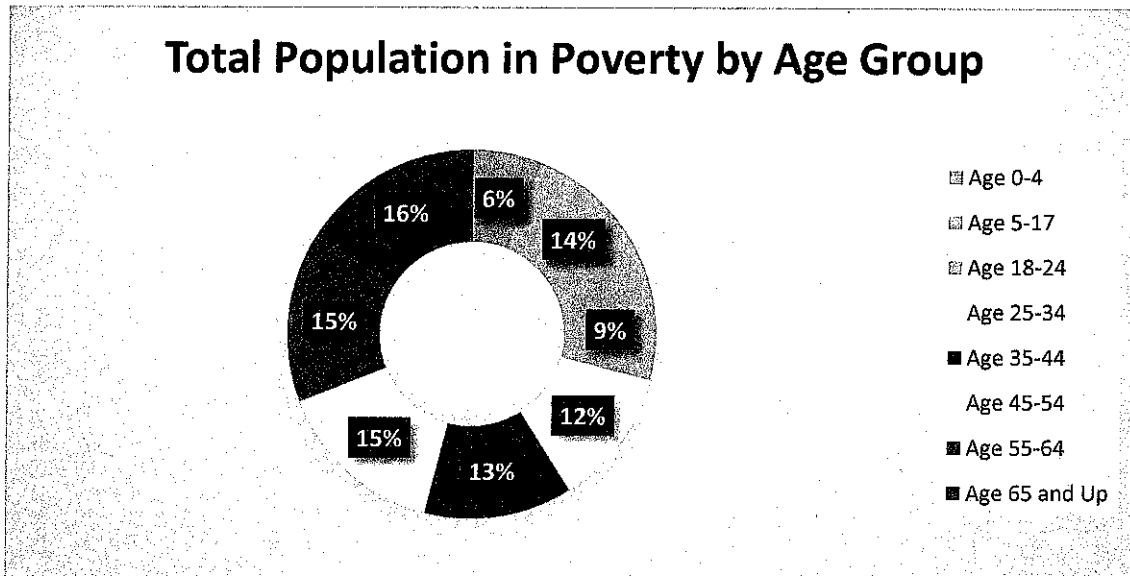
Report Area	Total Population	Population in Poverty	Percentage of Population in Poverty
Report Location	139,009	38,923	28%
Floyd County, KY	35,589	9,609	27%
Johnson County, KY	22,188	5,769	26%
Magoffin County, KY	12,161	3,527	29%
Martin County, KY	11,195	3,806	34%
Pike County, KY	57,876	13,890	24%
Kentucky	4,467,673	714,828	16%
United States	328,239,523	36,106,348	11%

Demographic Information

Respondents were asked several questions regarding their demographic categorization, including age, gender, race, ethnicity, education, and military status.



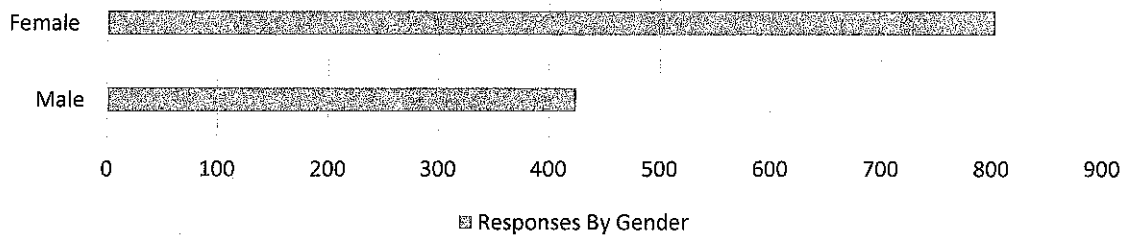
As the graph above indicates, over 72% of respondents were middle-aged, between 25 and 54 years of age. Thus, the responses to the survey are largely from people who are in their prime working years who may be caring both for children and aging parents. The next highest number of responses came from those age 55-59 who are nearing or have entered retirement age. Aside from age group under 18 with zero responses, the fewest number of responses came from those age 75 and older.



Data Source: US Census Bureau, American Community Survey, 2015-19.

The graph above shows the total population by age groups in the Big Sandy Area. A total of 141,237 people live in the 1,980.04 square mile report area defined for this assessment according to the U.S. Census Bureau American Community Survey 2020. The population density for this area, estimated at 71.33 persons per square mile, is less than the national average population density of 93.41 per square mile.

What is your gender?



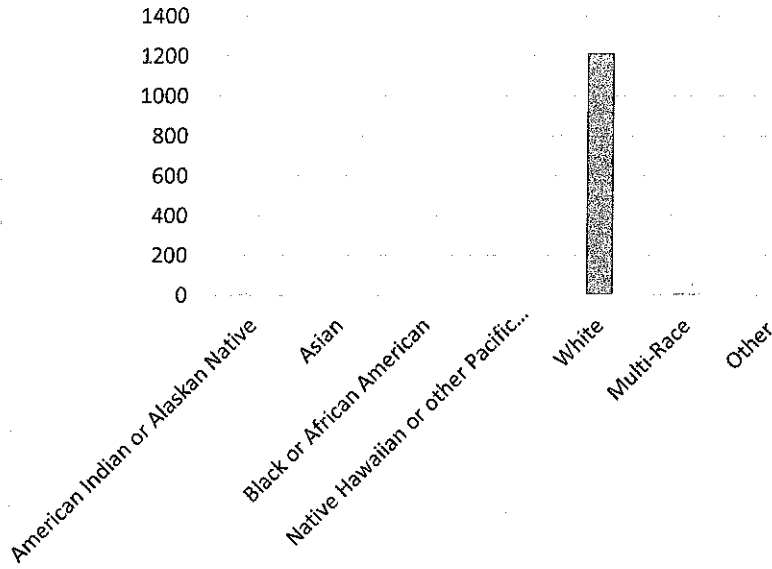
As the graph above indicates that the respondents of the 2021 Community Needs Assessment were split nearly 65/35, female to male. This number largely reflects the gender disparity in social service workers and clients we serve, particularly within programs funded through the Community Services Block Grant (CSBG).

The chart below identifies the number of residents in the Big Sandy Area living in poverty as well as the percentage by gender. When compared to the state and national levels, poverty is nearly doubled in the Big Sandy Area.

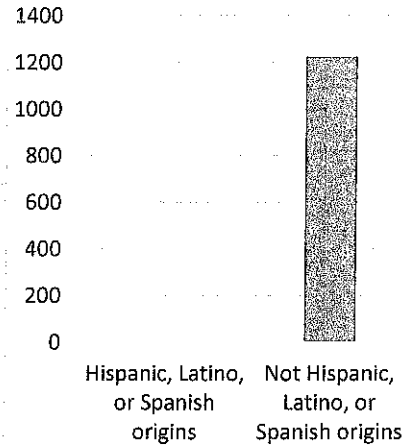
Report Area	Total Male	Total Female	Percent Male	Percent Female
Report Location	17,524	21,007	25.34%	29.26%
Floyd County, KY	5,250	6,241	29.58%	33.71%
Johnson County, KY	2,315	2,804	21.32%	24.48%
Magoffin County, KY	1,766	1,690	28.11%	27.17%
Martin County, KY	1,317	1,446	24.97%	27.57%
Pike County, KY	6,876	8,826	23.72%	29.07%
Kentucky	343,398	428,682	16.30%	19.53%
United States	19,737,150	24,520,829	12.80%	15.26%

Data Source: US Census Bureau, *American Community Survey, 2015-19*

What is your race?



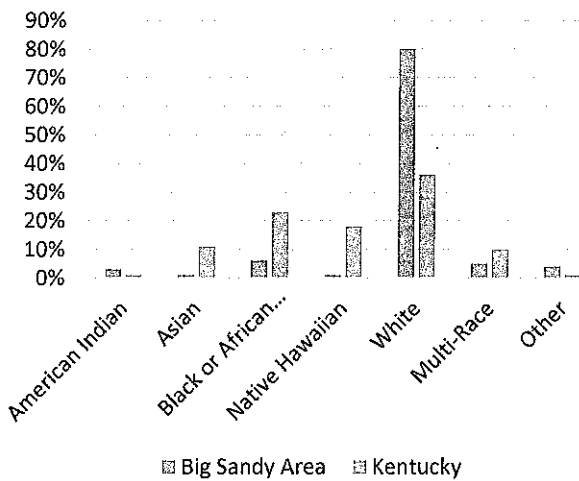
What is your ethnicity?



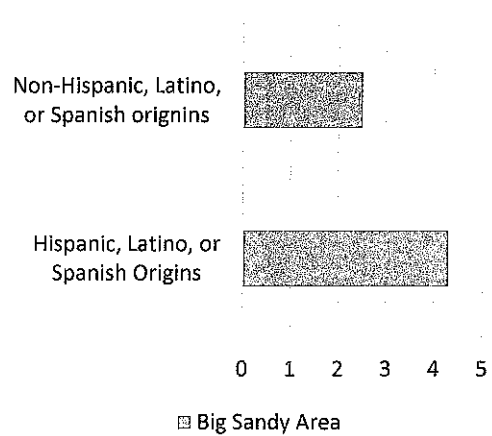
The results of the questions regarding race and ethnicity indicate that the vast majority of respondents in our area were White, Non-Hispanic or Latino people, which reflects local demographic information showing that the BSACAP service area is approximately 99% White and Non-Hispanic, Latino, or Spanish origins.

The graphs below show the poverty level averages by race and ethnicity. Chart showing race is also compared to state levels of poverty by race.

Poverty by Race Big Sandy Area

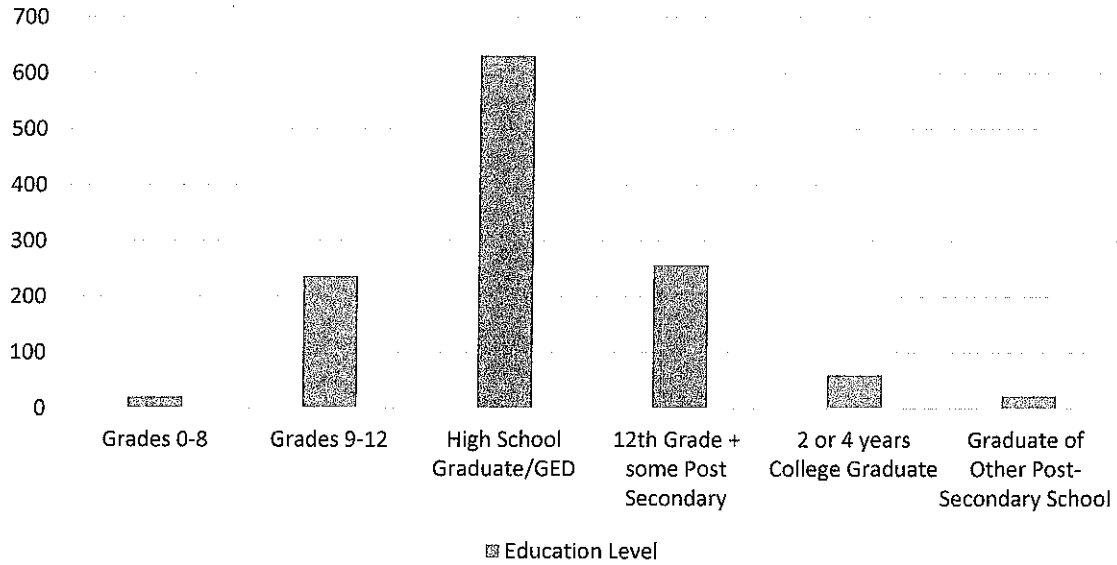


Poverty By Race Big Sandy Area



Data from [Engagenetwork.org/assessment](https://www.engagenetwork.org/assessment) 2020.

What is your education level?



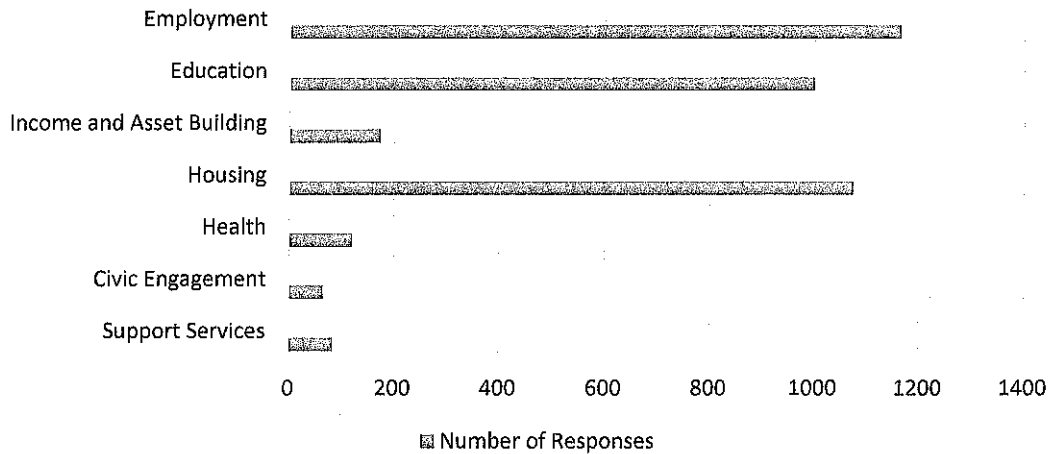
As the chart above indicates, while nearly 52% of respondents have their high school diploma or equivalent, another 20% of respondents either did not attend or did not complete high school. Just over 26% of respondents have attended but not completed some post-secondary education, while 2% completed a two or four-year degree course or higher.

The survey was completed by only three military veterans this year. This number has decreased since last years' ten responses and we still have a long way from having reliable data for our area regarding veterans. These survey response results do indicate a need on the part of the agency to conduct outreach to current and former military members and to form stronger partnerships with local veterans' service programs.

Areas of Need

Respondents were asked to mark their top three most important needs (in no particular order) among the agency's planning areas: health, employment, education, housing, income and asset building, support services, and civic engagement. The chart below indicates what the community ranks as the most important services needed. The results were used to rank the agency's top priorities in the SFY 2021-2022 Plan and Budget Proposal.

OVERALL NEED



Employment was identified as the most needed service in the 2021 Community Needs Assessment with 95% of respondents marking it as a top priority, followed by housing, education, income and asset building, health, support services, and civic engagement.

Overall Needs Assessment Results 2018, 2019, 2020, 2021

	2018	2019	2020	2021
Rank 1	Health	Employment	Employment	Employment
Rank 2	Employment	Housing	Housing	Housing
Rank 3	Education	Education	Education	Education
Rank 4	Housing	Health	Health	Income and Asset
Rank 5	Income and Asset Building	Support Services	Income an Asset Building	Health

Please note that a different scoring system was used in 2018. Previously, respondents were asked to rank all service areas in order of their need and overall rank was determined by the number of points each category received. In 2019 through 2021, respondents were asked only to mark the top three needs, but in no particular order.

Respondents were then asked to mark their top three concerns among several subcategories within each service area in order to determine the particular aspects of each area respondents find most challenging to overcome.

Employment was ranked as the top need among survey respondents. The Big Sandy Area Community Action Program considers Employment to be a *community-level* need. Within the service area of employment, barriers to self-sufficiency rose to the top of list of concerns. Chief among those concerns was that the area needs more training for the types of jobs available in the area as well as affordable transportation to and from work and the need to improve the workforce readiness skills of people who are able to work.

Employment

Rank	Need	Percent of Total Responses
1	More Training for the Jobs Available	48%
2	Affordable Transportation	44%
3	Improve the workforce readiness skills	44%
4	Affordable childcare during work hours	43%
5	Increased knowledge of resources	40%
6	More jobs with better pay and benefits	39%
7	Affordable Adult Daycare	22%
8	Early reinforcement of the values of entering the workforce	20%
9	Other	Less than 1%

The agency's Workforce Innovation and Opportunity Act (WIOA) Program participates in a wide variety of economic development initiatives in partnership with other local service organizations in addition to a number of other job seeker services. The agency acts as the area's One-Stop Operator meaning that comprehensive workforce services and support services can be accessed at our local offices. The agency also hosts an annual East Kentucky Workforce Partners Conference in order to allow all area organizations to improve communication and work toward common goals. BSACAP's local county offices are Kentucky Career Center Jobsight Affiliated Access Points. The individual centers provide job seekers access to services carried out by a wide network of partners operating within one physical location.

Staff operate in conjunction with the Eastern Kentucky Concentrated Employment Program (EKCEP), local Offices of Employment and Training, Vocational Rehabilitation, and others, as well as serve with the local Work Ready Community initiatives. The agency also has an Employer Account Representative who acts as a liaison between the private sector and the nonprofit sector. The Employer Account Representative is able to coordinate employer needs with agency services such as creating incumbent worker trainings, job fairs, vetting and hiring of employees, connections to economic development projects, and more in order to ensure that businesses that open in the area have what they need to succeed.

Unfortunately, the majority of new businesses in the area do not offer a living wage or benefits. The chart below shows the median annual income for households in the Big Sandy Area. You can see that residents in the Big Sandy Area annually earn approximately \$16,000 lower than the state average and approximately \$28,000 lower than the national average. According to the US Census Bureau, Kentucky alone is ranked 46th of the 50 states in level of poverty. Over the past few years, many people move out of the Big Sandy Area in order to obtain employment elsewhere.

	Floyd County	Johnson County	Magoffin County	Martin County	Pike County	Kentucky	United States
Average Annual Income per Household	\$32,730	\$37,055	\$28,147	\$41,013	\$34,856	\$50,589	\$62,843

The Big Sandy Area Community Action Program’s service area is predominately rural with a mean commute time for workers of 30 minutes, according to recent census data, and virtually no public transportation. With the rise of lost wages during COVID-19, we are also seeing more and more people lose automobiles due to their inability to pay monthly payments.

The chart below indicates the average daily commute for the Floyd, Johnson, Magoffin, Martin, and Pike counties as well as the state average.

	Floyd County	Johnson County	Magoffin County	Martin County	Pike County	Kentucky	United States
Average Commute Time (minutes) for individuals in the Big Sandy Area	23.6	30.2	37.0	34.3	25.9	23.6	26.9

Without a reliable personal vehicle and the ability to afford repairs, employment is difficult to maintain. Similarly, lack of affordable childcare options prevents many from entering or remaining in the workforce, especially the working poor. During the global pandemic in the previous year, unemployment increased and many in our area lost vehicles due to lack of payment.

The second highest ranked service category in 2021 according to the Community Needs Assessment was **Housing**. The Big Sandy Area Community Action Program considers Housing to be a *community-level* need. Nearly 88% of respondents to the CNA considered Housing to be in the top three overall needs of the community.

Housing

Rank	Need	Percent of Total Responses
1	Rental housing for Disabled & Seniors	55%
2	Grants for Home Ownership/Rehab	47%
3	Security/Utility Deposit Programs	41%
4	Programs for Free Home Repair	38%
5	Counseling resources for Homeowners	37%
6	Community supports for Homeless Families	32%

7	Monthly Rental Assistance Programs	31%
8	Grants to provide services that reduce energy costs	18%
9	Other	Less than 1%

BSACAP operates a housing program that provides rental and utility assistance with funding from the Department of Housing and Urban Development in the form of Tenant-Based Rental Assistance and Emergency Solutions grant monies. The program is financially exhausted nearly as soon as funds are available and maintains a wait-list at all times.

The agency also operates the Weatherization Assistance Program and the Low-Income Home Energy Assistance Program, both of which aim to reduce the burden of utility costs.

The U.S. Census Bureau, American Community Survey 5-Year Estimates, show that between 2014 and 2018, an average of 65% of renters in the BSACAP service area were housing burdened, meaning that the household income is not sufficient to afford the average cost of rent plus utilities, without having to spend 30 percent or more of their income on those costs. Big Sandy currently has an average rent of over \$600 per month and an average mortgage of nearly \$900. Many individuals and families seeking housing live on a fixed income making this nearly impossible unless they overlap families. Often times, this causes many generations to live together. There are currently four emergency shelters in the five-county service area. Two of these are homeless shelters that house 45 individuals each and the other two are emergency shelters for women and children escaping sexual assault or domestic violence that house even less. Of these 4 shelters, 3 are located in the same county leaving the other 4 counties that are served by BSACAP with low options for homeless individuals or families.

As we see a greater number of our senior population fall into the range of poverty, we are also seeing a greater need for home repair and home accessibility programs.

In addition to strengthening our referrals to home repair groups, the agency could benefit from assisting with financial education and pathways to homeownership for low-income people. Searching for partners that will assist homeless families through community supports is one way we can accomplish this.

The Community Needs Assessment data showed that **Education** ranked as the third highest need among those surveyed. This is the third consecutive year that Education has ranked as the third highest need in the CNA. Education is deemed a *family-level* need for Big Sandy Area Community Action Program.

Education

Rank	Need	Percent of Total Responses
1	Assessable counseling to prepare students for college	66%
2	Preschool activities for child(ren) to develop school readiness skills	56%
3	Affordable Childcare Options	53%
4	More Parents Involved in Student's Education	46%
5	Increasing the community's knowledge of available education resources	29%
6	More Certificate/Degree Programs Offered Locally	25%
7	Affordable Transportation options to and from school	24%
8	Other	Less than 1%

All BSACAP programs have an educational component. The WIOA program connects people with colleges and trade schools, assists with paperwork and technical assistance, and offers financial assistance with tuition, required books and tools, test fees, and travel. The Head Start program not only addresses the needs of early childhood but offers financial assistance to parents and teachers who wish to further their education or obtain early childhood credentials. The Senior Community Service Employment Program (SCSEP) assists participants with earning their GED and offers computer and customer service training. The CSBG program offers workshops on going back to school, scholarships, and financial assistance.

While graduation rates are on the rise, roughly a quarter of the area's population is without their high school diploma or GED. Of those able to attend, many people believe they cannot afford higher education and are unaware of the financial aid available to them. Additionally, there is a need for trade work and trade school to be incorporated into "college and career ready" discussions. The agency must continue to find ways to share knowledge of educational opportunities and best practices for parenting.

The fourth highest ranked concern in 2021 by survey respondents to the Community Needs Assessment survey was **Income and Asset Building**. The Big Sandy Area Community Action Program considers this to be a *family-level* need.

Income & Asset Building

Rank	Need	Percent of Total Responses
1	More information on how to access financial resources	54%
2	Information on how to access credit counseling	47%
3	More education on how to build assets	44%
4	Increasing the community's knowledge of available mainstream financial resources	43%
5	Anonymous and confidential budget counseling	42%
6	Anonymous and confidential savings counseling	30%
7	Information on how to access credit counseling	33%
8	Other	Less than 1%

In addition to CSBG and CARES workshops regarding budgeting and financial health, through an agreement with the Social Security Administration, the Agency receives Social Security and Supplemental Security Income checks for referred clients through the Social Security Representative Payee Program. Agency staff, trained by representatives from the Internal Revenue Service, electronically complete and file income tax returns.

Cyclical and generational poverty have plagued eastern Kentucky for decades. Many families struggle to maintain subsistence levels of income and assets, so future planning has been difficult for most to envision.

The area is also serviced by a large number of predatory "payday" lenders (i.e. five payday lenders in a town with a population of 4,259 (2021 data) which trap people in a repayment cycle that is difficult for them to break. Clients need education on how to make the most of a small income and potential pathways to homeownership and savings.

Assisting clients with information regarding financial opportunities for low-income people is something the agency must research further. Several federal programs are available through HUD and the USDA that provide pathways to homeownership for the working poor, for instance, and such information should be disseminated to agency clients.

The fifth priority for the agency, according to the Community Needs Assessment survey results was **Health**. The Big Sandy Area Community Action Program considers Health to be a *family-*

level need.

Health

Rank	Need	Percent of Total Responses
1	Payment Assistance for Adult Dental, Hearing, & Vision Services	52%
2	Access to affordable comprehensive health care services	39%
3	Affordable Transportation for health care services	35%
4	More education on maintaining personal hygiene	32%
5	More knowledge of available food resources	30%
6	Increasing the Community's Knowledge of Available Health Resources	25%
7	More Assistance/Resources for Victims of Domestic Violence	23%
8	More Nutritional Counseling (one on one and free)	22%
9	More community focus on preventative healthcare	17%
10	More Emphasis on Reinforcing Healthy Eating Habits	13%
11	More Assistance/Resources for Victims of Elder Abuse	7%
12	More Emphasis on Early Childhood Nutrition Education	5%
13	Other	Less than 1%

The agency's CSBG program offers yearly Community Health Fairs in our service counties. The Community Health Fairs offer free preventative health screenings such as dental screenings, Hepatitis A vaccinations, A1C tests, EKGs, cholesterol, blood pressure, and others. This allows that CSBG staff to work with community partners from health agencies such as county health departments and medical clinics in the area. The agency also assists clients with accessing the Kentucky Vision Project year-round to help residents obtain assistance with eye exams and prescription eyeglasses. The agency makes referrals via Benefind and the Kentucky Health Benefit Exchange.

The agency addresses mental and physical well-being in its monthly workshops and promotes good nutrition with its Garden Seed Program each year. The Garden Seed Program provides vouchers for garden seed, plants, and fertilizer to allow families to raise and preserve nutritious foods.

The Big Sandy Valley, and indeed the majority of eastern Kentucky counties, reports high rates of obesity, smoking, and lack of exercise, along with a need for chronic disease management. The County Health Rankings report for 2020 found that Floyd County is ranked 116th in the state. In addition, of the 120 Kentucky counties, Martin County ranked 105th; Pike County ranked 97th; Johnson County, 94th; and Magoffin County, 102nd. Other outcomes in the Big Sandy Area include an average of 10% of babies born with low birth weight and an average of 12,000 premature deaths annually.

Support Services was found to be the sixth priority for the agency. The Big Sandy Area Community Action Program considers Support Services to be a *family-level* need.

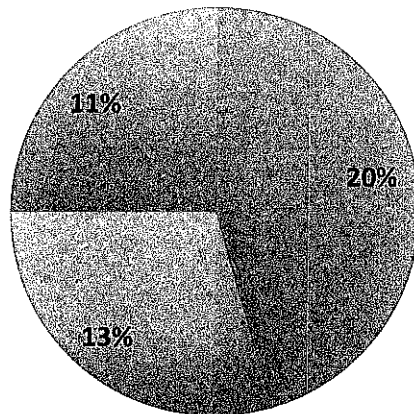
Support Services

Rank	Need	Percent of Total Responses
1	Legal Services	38%
2	Life Skills Programs and Services	37%
3	Youth Services	35%
4	Meal Programs	33%
5	Substance Abuse Resources	32%
6	Disabled Services	29%
7	Transportation Services	25%
8	Child Support	22%
9	Elderly Services	16%
10	In-Home Services-Seniors	16%
11	Sexual/Emotional/Physical Abuse Services	12%
12	Senior Centers	5%
13	Other	Less than 1%

BSACAP uses the Emergency Food & Shelter Program to provide financial assistance to local food banks and makes referrals to area food banks, community meals, and the USDA's summer feeding program in which local schools participate. Data gathered in 2020 by Feeding America for shows that an average of 20% of the area's population is food insecure and struggles with hunger. According to data provided by the Kentucky Youth Advocates' 2020 County Data Book, an average of 46% of children live in low-income homes and nearly 19% of children across the service area live in food insecure homes. According to the USDA's latest Household Food Insecurity in the United States report, 662,660 people in Kentucky are struggling with

hunger. The graph below shows that 20% of the population in the Big Sandy Area face hunger and compares it to the 13% of Kentucky and the national level of 11%.

Population Facing Hunger



■ Big Sandy Area ■ Kentucky ■ United States

The agency's SCSEP program assists people ages 55 and over to enter or re-enter the workforce. Referrals are also made to Big Sandy Area Development District which manages several services for the elderly designed to help them stay in their homes and remain as independent as possible.

It is widely known that central Appalachia and eastern Kentucky is in the heart of the nation's prescription drug abuse (opioid and other) epidemic, and that the manufacture and distribution of methamphetamine is prevalent. The agency's WIOA currently runs the Opportunity Youth Program. This program targets youth ages 18-24 who have been involved in the criminal justice system by providing mentorship, educational opportunities, one-on-one job and career counseling to help them recover from their mistakes. Providing targeted assistance to families suffering from substance abuse through drug-free housing, employment of ex-convicts, and programs for child victims of parental substance abuse can be ways that we engage with the community on these issues.

Civic Engagement was found to be the seventh priority among those surveyed. Civic Engagement is deemed by Big Sandy Area Community Action Program to be an agency-level need but has continued to rank last in the seven domain categories.

Civic Engagement

Rank	Need	Percent of Total Responses
1	Increasing the Community's Skills and Knowledge for Leadership Development	98%
2	More Education on How to Join Neighborhood Associations, Community Boards, Advisory Groups or Similar Organizations	96%
3	More Knowledge on Civic Activities	74%
4	More Citizenship Classes	31%
5	Other	Less than 1%

Big Sandy Area Community Action Program strives for community participation in all programs administered by the Agency, and realizes the importance of Civic Engagement, identified as the seventh priority. Customers are informed about and invited to volunteer in the Agency and are elected or invited to participate on Agency boards, policy councils, or advisory committees. The interagency meetings coordinated by BSACAP provide valuable linkages to faith- and community-based organizations across the area. Staff from education based and health-based organizations are also part of the interagency meetings. BSACAP encourages customer suggestions and participation in the Agency's community needs assessment process.

Finding opportunities for low-income people to have a stake their communities is critical to the success of the area as it could provide a significant portion of the population with a say in decision-making and an understanding of how political changes affect their lives, along with empowering them to speak out on behalf of their communities' needs.

Why Community Action is Important

The final question on the 2021 Community Needs Assessment Survey was "What do you think is the most important reason you or your community needs Community Action?" Below is a cross-section of some of the responses collected in the respondents' own words.

- To help the community with programs that assist residents become self-sufficient.
- To help the community come out of poverty.
- To assist the community and the residents in the community.
- Helping family in the past and hoping for the future as well.
- Without our community action service, a lot of our elderly would suffer.
- They help fix my house and pay my electric bills.
- Help find jobs since the coal mines shut down.

- To help pay electric bills in the winter months
- This county is really poor and it needs resources.
- To help find jobs and send people to school.
- Community Action people are there to help you with anything you need.
- To help the community get food/pay bills/and pay rent.
- Heating Assistance is the only way we can pay bills in the winter.
- To help people with heating and utility assistance that can't afford it.
- Liheap helps us get kerosene to stay warm.
- They helped me get training for the job.
- Help with getting clothes for homeless people.
- They help homeless people into shelters and sometimes into their own home.
- To help pay my rent so I am not homeless again.
- To help kids in Head Start get ready for school.
- Help fix houses to make electric bills cheaper and help pay electric bills.
- The Community Action Program assisted me in getting my GED and I was finally able to get a decent job.
- To help people in the community pay bills and find jobs.
- They helped me fix my home when I couldn't afford to fix it.
- Heating assistance and housing for the homeless.
- To help with heating expenses.
- They helped me when I was homeless to get off the street.
- They sure have been there when we've really needed the help.
- To pay electric bills and help my family get kerosene in winter.
- To help get us off the street and find shelter.
- The Community Action helped me get seed to grow a garden to feed my family.
- The Goodwill voucher they gave me helped me get clothes for my job interview at Wendy's and I got the job.
- Better paying jobs, more vocational training programs, and transportation.

Key Findings and Initial Conclusions

- CSBG staff must continue to expand on the agency's resource guide, which is currently in process and kept up to date. Referrals to proper agencies and partners will assist our clients in having all of their needs met including those that are outside the purview of the agency.
- More agencies and community officials must be encouraged to attend interagency meetings in order to build stronger communication about available resources, which can be shared with those in need at even more entry points into the system.
- The agency must continue to work toward finding more program funding so that a greater number of people can be served.
- The agency needs to conduct outreach to current and former military members and to form stronger partnerships with local veterans' service programs.
- At this point of uncertainty due to COVID-19, the Big Sandy Area Community Action Program must continue creating ways to provide services remotely to the public in order to keep staff and clients safe.



Big Sandy Area
COMMUNITY
Action Program

Strategic Plan

2019-2024

Executive Summary

The 2019-2024 Strategic Plan for Big Sandy Area Community Action will serve as the guiding document for agency capacity building and program management over the next five years. The plan was formed under the guidance of a Strategic Planning Committee and relied on data from the agency’s annual Community Needs Assessment and SWOT analyses submitted by agency leadership. The key areas of focus for the Strategic Plan are the service areas of Employment, Housing, Education, and Health. The committee received input from the Board of Directors, agency leadership, fellow social service agencies, and the community at large in order to determine objectives and strategies designed to help the agency to maintain high standards and make progress. An implementation Committee will be formed in order to ensure that the objectives of the Strategic Plan are met in the coming years.

Background

Big Sandy Area Community Action Program serves the “persistent poverty counties” of Floyd, Johnson, Magoffin, Martin, and Pike. The charts below indicate the poverty rates and median household incomes present in the region and the poverty rates across the state and nation, broken down by age, sex, and race.

	Poverty Rate <i>(All Ages)</i>	Poverty Rate <i>(Under 18)</i>	Poverty Rate <i>(Seniors)</i>	Median Household Income
United States	14.6	20.3	9.7	\$57,652
Kentucky	18.3	24.7	11.7	\$46,535
Floyd County	30.7	43.0	14.4	\$31,196
Johnson County	24.1	25.5	16.2	\$35,629
Magoffin County	28.6	37.4	23.2	\$29,578
Martin County	29.8	33.7	16.8	\$29,239
Pike County	26.4	35.2	17.5	\$32,972

National & State Poverty Statistics	United States	Kentucky
	Percent below poverty level	Percent below poverty level
	14.60%	18.30%
AGE		
Under 18 years	20.30%	24.70%
Under 5 years	22.50%	28.00%
5 to 17 years	19.50%	23.50%
18 to 64 years	13.70%	17.60%
18 to 34 years	18.10%	22.60%
35 to 64 years	11.20%	15.00%
60 years and over	9.70%	11.70%
65 years and over	9.30%	11.10%
SEX		
Male	13.30%	16.60%
Female	15.80%	19.90%
RACE AND HISPANIC OR LATINO ORIGIN		
White	12.00%	16.90%
Black or African American	25.20%	29.20%
American Indian and Alaska Native	26.80%	27.70%
Asian	11.90%	16.10%
Native Hawaiian and Other Pacific Islander	19.00%	21.90%

Introduction (purpose, process, stakeholders)

This Strategic Plan will serve as the guiding document for Big Sandy Area Community Action Program, Inc. for the next five fiscal years (FY 2019-2020 to FY 2023-2024). The strategic planning process allowed the agency to take stock of current programs and offerings to see if they are performing well, reaching clients, aligning with ROMA standards, and providing services to the area that are in line with the community's stated needs.

To begin, a Strategic Planning Committee was formed in order to develop and oversee the process. The Committee consisted of the Executive Director, the Chair of the Board of Directors' Planning and Review Committee, key administrative staff, and the CSBG Program Manager.

The Committee reviewed information related to the CSBG Organizational Standards, the ROMA Cycle, and the National Theory of Change. They analyzed information and data from the previous Strategic Plan (2014-2019), the Community Needs Assessment, and SWOT analyses provided by each department head and program manager.

The Community Needs Assessment, conducted November 2018-March 2019, was offered to clients, community members, and fellow social service agencies in order to gather data on the most important issues our communities are facing. The Community Needs Assessment data showed that between 2016 and 2019 the service areas of Employment, Housing, Education, and Health have consistently ranked among the top five areas of concern. These areas of need serve as the basis for the Strategic Plan.

Each program manager and department head was asked to submit a SWOT analysis of their aspect of the agency in order to provide a detailed look at the issues facing the agency overall and our clients. Agency leadership then met to analyze and discuss the information revealed through the SWOT analysis in order to determine how the agency, as a whole, is currently ensuring that clients' needs are being met in the four key service areas (employment, housing, education, health) and what must happen in order to reach the needs of clients as revealed by the Community Needs Assessment.

The Strategic Planning Committee then met to discuss and finalize the objectives and strategies that would make the Strategic Plan.

The drafted plan was submitted to the Planning and Review Committee of the Board of Directors for approval and then was presented to the entire Board of Directors for their approval.

Summary of Strategic Issues:

A. SWOT Analysis Findings

SWOT analyses submitted to the Strategic Planning Committee by agency leadership on behalf of their department/program showed that the overall strengths and weaknesses of the agency aligned with data from the Communities Needs Assessment.

The agency's greatest strengths lie in the employment, education, housing and health service areas, all of which have been part of the top five concerns of the community based on the last four years' of Community Needs Assessment data.

The agency offers employment services through the WIOA and SCSEP programs, which work to provide jobseeker and job readiness skills, as well as a variety of one-on-one employment services. Employment programs participate in economic development projects designed to bring in more jobs with better pay and benefits to the area. The agency also provides assistance to job seekers through Goodwill Vouchers, which can provide interview and work clothes, as well as referrals to other programs and agencies which can provide items necessary to succeed in the workplace, such as hearing aids and eyeglasses.

Educational services are offered through nearly all agency programs. Head Start students are able to receive kindergarten readiness education and Head Start parents and teachers can be assisted with

the furthering their educational goals as well. WIOA and CSBG work with those seeking secondary education/technical training to provide workshops and counseling related to continuing education and financial aid/scholarships. SCSEP is able to provide participants with specific educational training related to operating in a digital workplace. There are opportunities across the agency to receive assistance with earning a GED, learning more about educational options, taking the courses/classes necessary to obtain employment, getting help with applications, paperwork, and financial assistance.

The agency addresses health-related needs through offering a nutritional food program, healthcare related workshops, offering free preventative health screenings at annual health fairs, providing referrals to payment assistance programs, and working in partnership with the Office of Vocational Rehabilitation as well as local health service providers.

Additionally, housing was listed as a top community concern. The agency has several programs operating to improve housing options for the area, including the Rental Assistance Program offering TBRA and ESG services, along with the Weatherization Assistance Program, LIHEAP, and, in cooperation with Kentucky Power/AEP, the HEART and THAW programs.

Generally speaking, the agency has programs in place that are working to address the communities top needs and staff are actively searching for ways to improve their work and provide more services to a greater number of people.

Across the board, agency weaknesses centered on issues that the agency can work to ameliorate, but largely has no control over. The collapse of the coal industry, for instance, has created a ripple effect across the local economy, meaning there are fewer jobs that pay a living wage available in the area. The decline in population over recent years has created more problems as fewer people are contributing to and participating in the local economy and paying into locally funded infrastructure.

As a result, the agency is seeing more people with greater needs and is operating on limited funding. Leadership is looking for ways to bolster staff knowledge, resilience, and creative problem solving through training, in addition to finding new funding opportunities to reach the community with improved services that target specific needs that the agency currently does not have the capacity to provide, such as childcare assistance and transportation assistance.

B. Mission Statement Findings

As part of the Strategic Planning Process, the agency must review the Mission Statement to ensure that aligns with the national mission of Community Action and that it contains the four elements required by CSBG Standards (population, service, outcome, relationships).

The Strategic Planning Committee accepted new mission statements from the committee and then narrowed the choices down to those which contained the four required elements. The mission statements which met the requirements were then sent out to the agency staff for a vote. Staff were also able to submit their own mission statement if they felt none of the choices reflected their work and the agency.

This data was then provided to the Board of Directors for review, editing, and finalizing the new mission statement.

Goals/Objectives

Employment Goals

Objective 1

To improve employment opportunities to clients by providing quality job seeker services.

Strategies:

- Continue to serve eligible clients in workforce programs.
- Improve the referral process with effective internal communication, engage the client with the next step and tracking referral results.
- Ensure staff are properly trained and equipped with the necessary tools to provide job seeker services to clients.
- Strengthen partnerships among One-Stop partners by participating in weekly and monthly meetings.
- Continue to create On-the-Job training opportunities.
- Secure funding and implement the Justice Involved Youth Program.

Objective 2

To increase work readiness of job seekers through employment related workshops.

Strategies:

- Educate clients on job seeking, career readiness and job retention skills.
- Inform clients of financial aid, work ready scholarships and trade school opportunities.

Objective 3

To increase employer and job seeker participation in job fairs.

Strategies:

- Workforce staff continue serve as liaison between private and nonprofit sector.
- Maintain representation at local chamber of commerce meetings and events.
- Increase outreach efforts to job seekers.
- Plan and host two multiple employer job fairs per program year.
- Develop an annual event that allows workforce staff to network with local governments, employers and other local economic development agencies.

Housing Goals

Objective 1

To improve living conditions by reducing energy consumption and optimizing energy efficiency.

Strategies:

- Maintain weatherization funding and continue to provide service.
- Include energy conservation education with clients.

Objective 2

To provide safe and affordable housing to low income clients.

Strategies:

- Maintain TBRA and ESG funding.
- Continue to provide and strengthen case management to housing clients.
- Ensure all staff are educated and aware of housing issues and programs.
- Search and apply for funding opportunities for additional subsidized housing programs.
- Develop stronger partnerships with landlords, local housing authorities and homeless shelters.

Objective 3

To reduce the burden of utility bills of low income renters and homeowners.

Strategies:

- Continue to provide and administer LIHEAP.
- Improve HEAT and THAW program effectiveness by collaborating with AEP and the Public Service Commission.

Education Goals

Objective 1

To increase parent involvement in their child's education.

Strategies:

- Provide training on health and family life issues.
- Encourage parent participation and input.
- Increase parent volunteer hours in the classroom.
- Expand parent volunteer opportunities beyond the classroom.

Objective 2

To improve client access to guidance and assistance for college and technical schools.

Strategies:

- Continue to provide technical and paperwork assistance to clients.
- Continue to provide paid GED opportunities.
- Continue to offer Eula Hall Community Advocate Scholarship and the CSBG Academic Scholarship to local students.
- Provide financial assistance to parents covering expenses related to testing, materials, transportation and babysitting.
- Provide continuing education, options for financial aid and life-skill workshops.

Health Goals

Objective 1

To improve access and affordability of healthcare services to parents, children and family.

Strategies:

- Continue to provide and develop new partnership referrals for eye glasses, hearing aids, dentures and mental health.
- Increase vision and dental exams and provide treatment for children.
- Provide payment and mileage assistance for child medical appointments.
- Establish partnerships with local pediatric dental care providers.
- Improve the program that offers prescription assistance cards by providing clients with an updated list of participating pharmacies and identifying new prescription assistance programs offered by drug companies.

Objective 2

To improve the health and safety practices of parents and family.

Strategies:

- Increase the effectiveness of Health Fair offerings by growing attendance through outreach and promotion.
- Improve healthcare sector partnerships by encouraging healthcare providers to attend interagency meetings.
- Provide training on health, mental health, child support, budgeting, domestic violence and transitioning to kindergarten.

Objective 3

To improve the community's access to nutritional food and nutritional education.

Strategies:

- Maintain the Garden Seed Program.
- Identify opportunities to increase Garden Seed Funding to serve more clients.
- Continue to provide food and nutritional workshops.
- Develop Partnerships with dieticians and nutritionist to assist clients one-on-one or through workshops.

Employment/Education/Health

Objective 1

To develop processes that address transportation barriers within the community.

Strategies:

- Streamline staff referral process to other partners and agencies with established transportation services.
- Make available physical goods to clients while they are already receiving service in the office. i.e. Clothing Bank.
- Research grants with the scope of financial assistance related to transportation i.e. Gas Cards, vehicle repair.

Agency Goals

Objective 1

To increase community awareness of the agency activities, programs, services and successes.

Strategies

- Expand social media audience with promoted posts to target demographics which will generate "Likes" and followers.
- Update website to be more user-friendly and engaging with a modern design.
- Create an electronic delivery method for quarterly newsletters.
- Create various forms of signage.
- Produce logo branded items to hand out to the community to increase brand awareness.

Objective 2

To improve the functionality and quality of technology systems.

Strategies:

- Maintain security service subscriptions and contracts.
- Continue to replicate data to cloud storage for disaster recovery.
- Research and apply up-to-date protection policies.

- Train end-users on cyber security and workstation best practices.

Objective 3

To improve functionality and quality of financial reporting systems

Strategies:

- Maintain and secure grant funding through operational reporting.
- Recruit qualified candidates with specialized experience and education
- Update staff through continuous training on new finance guidelines and materials necessary as regulations change.
- Conduct annual review of the education and trainings of accounting staff.

Objective 4

To improve functionality and quality of Human Resources Department.

Strategies:

- Maintain competitive benefits package.
- Review and update agency's personnel policies, procedures and personnel forms.
- Expand and improve agency's annual performance review system.
- Conduct annual reviews of education and training needs of individual staff.
- Research and purchase cloud based payroll/HR system.
- Modernize recruiting techniques through use of social media and applicant tracking system.
- Improve hiring process to reduce the time to fill positions.

Objective 5

To increase agency funding by adding sources such as donations and grants.

Strategies:

- Develop a fundraising plan to include online and local donations.
- Recruit and hire a grant writer to requests funding to support programs that are consistent with the mission of the agency.

Next Steps

The first step, after the completion of the Strategic Plan and its approval by the Board of Directors, is to form an Implementation Committee whose job it will be to develop a feasible plan for meeting the objectives of the Strategic Plan.

The Implementation Committee will work to identify the measurable data points which can be tracked in order to determine the progress and/or success of the agency in moving toward meeting an objective. Measurable data points should align with ROMA Reporting needs as well as funder reporting needs to the extent possible.

The Implementation Committee will prioritize the objectives outlined in the Strategic Plan in order to assist the agency in determining the best course of action over the coming years. As part of the prioritization process, the Implementation Committee will work with agency leadership to determine action plans for the strategies listed under the objectives.

The Implementation Committee will provide a yearly update to the Board of Directors on the progress being made to meet the objectives stated in this Strategic Plan.

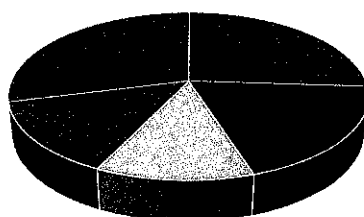
Customer Satisfaction Survey November 2020 - March 2021

The Customer Satisfaction Survey is completed online or on paper by clients who visit the local service offices looking for assistance. The survey can be accessed on our website at www.survey.bsacap.org. Surveys can also be accessed via a QR Code made available to clients on a 4x6 postcard which lists all agency programs and office contact information. In response to COVID-19, our offices have been closed to the public since March 2020. Respondents to the survey this year have completed it online only.

Total Number of responses received: 1,079

What county do you live in?

Responses by County

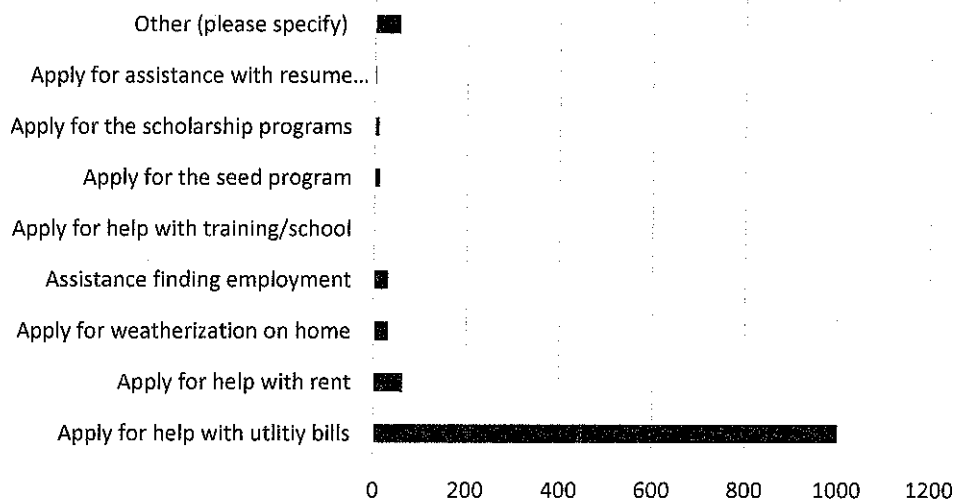


Floyd County: 285
 Johnson County: 196
 Martin County: 131
 Magoffin County: 149
 Pike County: 318

- Floyd County ■ Johnson County □ Magoffin County
- Martin County ■ Pike County

Why do clients contact the local service offices?

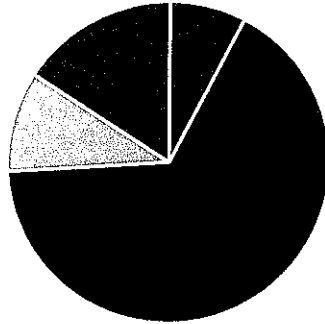
Reason for Contacting BSACAP



Other responses include: Emergency Food, Representative Payee Program, HEART and THAW applications.

How did clients hear about Big Sandy Area Community Action Program?

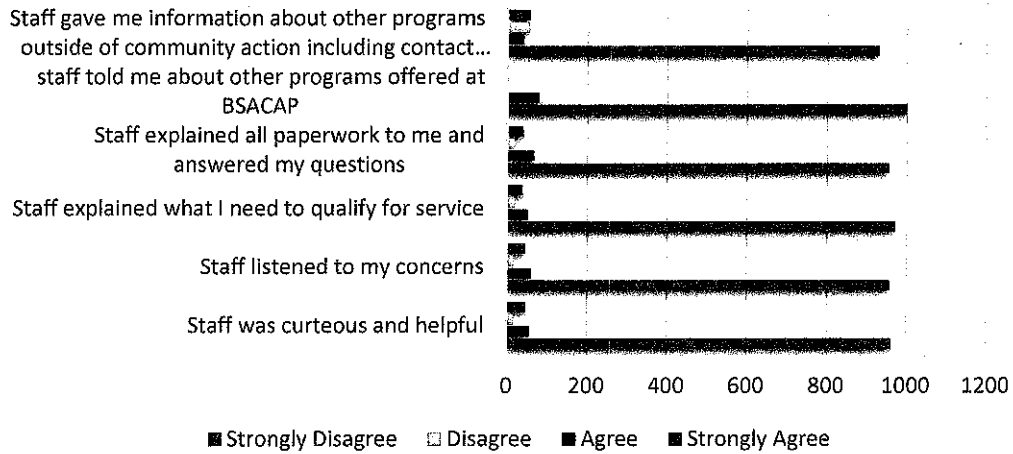
Column1



■ Newspaper ■ Social Media □ Other Agency ■ Family/Friend

How did we do?

Chart Title



■ Strongly Disagree □ Disagree ■ Agree ■ Strongly Agree

Conclusions:

- BSACAP staff act in a professional and courteous manner with clients and provide them with the information needed to resolve their concerns.
- BSACAP did a good job examining the methods of gaining survey responses in all counties.
- While word of mouth, newspaper ads, and referrals from other agencies continues to bring in the largest number of clients, we see that social media played a significant role in bringing in clients to BSACAP for services during COVID-19.
- Perhaps we can look into finding better ways to talk one-on-one with people about the number of programs we have, so the general public can better help us market our agency.

**Cabinet For Health and Family Services
Community Services Block Grant
Local In-Kind Match Certification**

Attachment B2
SFY 2022

CODE	BUDGET/COST CATEGORIES	PROJECTED EXPENDITURES BY BUDGET/COST CATEGORIES BY THE SFY (FROM ATTACHMENT B1)	AGENCY CERTIFICATION OF IN-KIND EXPENDITURES
1	SALARIES/WAGES	\$ 273,241.38	
2	FRINGE BENEFITS	\$ 218,027.02	
3	CONSULTANT/CONTRACT SERVICE		
4	SPACE COSTS	\$ 45,243.60	\$ 145,960.00
5	EQUIPMENT		
6	CONSUMABLE SUPPLIES	\$ 25,000.00	
7	UTILITIES	\$ 35,000.00	
8	TRANSPORTATION/TRAVEL		
9	CLIENT SERVICES	\$ 10,000.00	
10	STAFF DEVELOPMENT	\$ 2,340.00	
11	OTHER	\$ 38,072.00	
12	INDIRECT	\$ 82,874.00	
	TOTAL PROJECTED EXPENDITURES	\$ 729,798.00	

I Certify that the total in-kind expenditures herein reported and designated in the categories above is from funds that are eligible for matching to cover the 20% required in local in-kind match. Signatures:

CSBG Director Alicia Conley - Knox Date 4/9/2021
 CFO Sharon Cias Mullins Date 4/9/2021
 Executive Director Nanda Thacker Date 4/9/2021

Logic Model

Program/Services: Adult Education Program

X Family Agency Community

Identified Problem, Need, Situation	Service or Activity	Outcome	Outcome/Indicator	Action Results	Measurement Tool	Data Source, Collection Procedure, Personnel	Frequency of Data Collection and Reporting
<p>(1) Planning</p> <p>Individuals need high school diplomas or GEDs.</p>	<p>(2) Intervention</p> <p>Identify the timeframe, Identify the # of clients served or the # of units offered.</p>	<p>(3) Intervention</p> <p>Individuals obtained high school diplomas or equivalency diploma. (GED)</p>	<p>(4) Intervention</p> <p><u>Projected # and % of clients who will achieve each outcome.</u> or <u>Projected # and % of units expected to be achieved</u></p>	<p>(5) Impact</p> <p><u>Actual # and % of clients who achieve each outcome.</u> or <u>Actual # and % of units achieved.</u></p>	<p>(6) Accountability</p>	<p>(7) Accountability</p>	<p>(8) Accountability</p>

Mission: To ensure that individuals receive a high school diploma and/or equivalency diploma.

Proxy Outcome:

Logic Model

Program/Services: Adult Employment Program

X Family Agency Community

Identified Problem, Need, Situation	Service or Activity	Outcome	Outcome/Indicator <u>Projected # and % of clients who will achieve each outcome.</u> or <u>Projected # and % of units expected to be achieved</u>	Action Results <u>Actual # and % of clients who achieve each outcome.</u> or <u>Actual # and % of units achieved.</u>	Measurement Tool	Data Source, Collection Procedure, Personnel	Frequency of Data Collection and Reporting
(1) Planning	(2) Intervention	(3) Intervention	(4) Intervention	(5) Impact	(6) Accountability	(7) Accountability	(8) Accountability
Unemployed individuals need employment.		Unemployed individuals obtain employment.					
Individuals need increased income.		Employed individuals obtained increased income.					

Mission: To help unemployed individuals obtain employment. To help employed individuals increase employment.

Proxy Outcome:

Logic Model

Program/Services: Head Start Program

Identified Problem, Need, Situation	Service or Activity	Outcome	Outcome/Indicator	Action Results	<input checked="" type="checkbox"/> Family <input type="checkbox"/> Agency <input type="checkbox"/> Community		
					Measurement Tool	Data Source, Collection Procedure, Personnel	Frequency of Data Collection and Reporting
(1) Planning Children ages (0-5) need to be school ready.	(2) Intervention Identify the timeframe, Identify the # of clients served or the # of units offered.	(3) Intervention Children ages (0-5) are school ready.	Projected # and % of clients who will achieve each outcome. or Projected # and % of units expected to be achieved	Actual # and % of clients who achieve each outcome. or Actual # and % of units achieved.	(6) Accountability	(7) Accountability	(8) Accountability

Mission: To ensure that children ages (0-5) are school ready.

Proxy Outcome:

Logic Model

Program/Services: **Healthy Families Program**

Family Agency Community

Identified Problem, Need, Situation	Service or Activity	Outcome	Outcome/Indicator	Action Results	Measurement Tool	Data Source, Collection Procedure, Personnel	Frequency of Data Collection and Reporting
<p>(1) Planning</p> <p>Individuals and/or families need nutrition skills</p>	<p>(2) Intervention</p> <p>Identify the timeframe, Identify the # of clients served or the # of units offered.</p>	<p>(3) Intervention</p> <p>Individuals and/or families obtain nutrition skills.</p>	<p>(4) Intervention</p> <p><u>Projected # and % of clients who will achieve each outcome.</u> or <u>Projected # and % of units expected to be achieved</u></p>	<p>(5) Impact</p> <p><u>Actual # and % of clients who achieve each outcome.</u> or <u>Actual # and % of units achieved.</u></p>	<p>(6) Accountability</p>	<p>(7) Accountability</p>	<p>(8) Accountability</p>

Mission: To help individuals or families increase nutritional skills

Proxy Outcome:

Logic Model

Program/Services: Housing Assistance Program

X Family Agency Community

Identified Problem, Need, Situation	Service or Activity	Outcome	Outcome/Indicator	Action Results	Measurement Tool	Data Source, Collection Procedure, Personnel	Frequency of Data Collection and Reporting
(1) Planning Homeless individuals/families need housing.	(2) Intervention Identify the timeframe, Identify the # of clients served or the # of units offered.	(3) Intervention Individuals/families are no longer homeless.	Projected # and % of clients who will achieve each outcome. or Projected # and % of units expected to be achieved	Actual # and % of clients who achieve each outcome. or Actual # and % of units achieved.	(6) Accountability	(7) Accountability	(8) Accountability

Mission: To help homeless individuals/families have access to safe housing.

Proxy Outcome: