

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), and the Senior Community Services Employment Program (SCSEP). Several Agency services including Head Start, Tenant Based Rental Assistance (TBRA), Emergency Solutions Grant (ESG), Homelessness Prevention, the Kentucky Vision Project, the Low-Income Home Water Assistance Program (LIHWAP), 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 25 programs with a total 2022-2023 fiscal year funding of approximately \$12.5 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 childcare 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) provide 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 inspection for various household safety issues. All these programs serve a 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 quarterly interagency meetings in each county served to share information and to prevent duplicative services occurring in the service area. BSACAP also serves as a One-Stop Operator which meets monthly with partners.

1. b Agency Contact Information

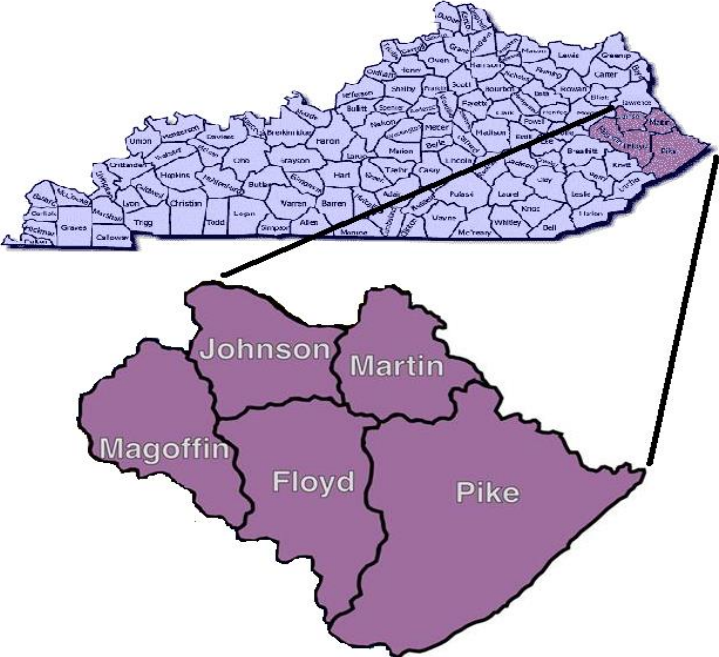
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1. c Geographic Area Served

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 is located 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 training 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 2022 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 2022 and 2023 with an estimated 1,420 people leaving the region. Area leaders

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

Report Area	Total Population, 2023	Total Population, 2022	Population Change for 1 year
Report Area	140,318	141,738	-1,420
Kentucky	4,519,315	4,533,776	-14,461
Floyd County, KY	35,845	36,261	-416
Johnson County, KY	22,386	22,581	-195
Magoffin County, KY	12,362	12,539	-177
Martin County, KY	11,323	11,495	-172
Pike County, KY	58,402	58,862	-460

Note: This indicator is compared with the state average. Data breakout by demographic groups is 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	Elliott	Floyd	Lawrence	Letcher	Johnson	Magoffin	Martin	Pike	Rowan
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	
Delta Gas Energy Assistance		X			X	X	X	X	
Demand Side Management Fund		X			X	X	X	X	
Disaster Case Management		X				X	X	X	
Emergency Food & Shelter Program					X	X	X	X	
Emergency Solutions Grant		X			X	X	X	X	
Garden Seed Program		X			X	X	X	X	
Goodwill Voucher Program		X			X	X	X	X	
Head Start Program		X			X	X	X	X	
Kentucky Vision Project (KVP)		X			X	X	X	X	
Kentucky Power – Heating Energy Assistance in Reduced Temperatures (HEART)		X			X	X	X	X	
Kentucky Power-Temporary Heating Assistance in Winter (THAW)		X			X	X	X	X	
Low Income Home Energy Assistance Program (LIHEAP)		X			X	X	X	X	
Low Income Home Water Assistance Program (LIHWAP)		X			X	X	X	X	
Senior Community Service Employment Program	X	X	X	X	X	X	X	X	X

Supportive Services Grant					X				
SS/SSI Representative Payee		X			X	X	X	X	
Tenant Based Rental Assistance		X			X	X	X	X	
Weatherization Program		X			X	X	X	X	
Winter Care 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 22-23, the assessment was made available to the community between July 2022 and March 2023. 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 agency received nearly one thousand responses from

The assessment is available in paper format at each county office as well as partner locations including school resource centers, public libraries, health departments, local churches, etc.

The assessment is available online via the agency's website at www.bsacap.org. The digital format was also shared on social media via the agency's Facebook page. These surveys were completed primarily by clients at the local service offices, but some were also completed 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 sector, private sector, and agency board members. 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: employment, housing, education, support services, health, income and asset building, and civic engagement. Specifically, the analysis reveals the top areas of concern in the Big Sandy region as employment, housing, education, support services, and health. These top concerns were followed by income and asset building and then civic engagement.

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;
- Solicited community members as well as consumers applying for Low Income Home Energy Assistance Program (LIHEAP) services to complete the paper copy of the surveys in person at the local service offices.
- Distributed and collected online and paper survey from community organizations (local churches, local doctor offices, public libraries, senior citizen centers, etc.) 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 previously used the data collected to update 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. 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. The 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 fully utilized.

Due to the ongoing 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 if they did not attend the meeting in person. The form was completed electronically, and their responses are included in the statistical tabulation. The quarterly interagency meetings were held virtually during and following the COVID-19 pandemic as an extra safety precaution measure.

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 benefits 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 been 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, Ashland, Huntington, West Virginia., and Knoxville, Tennessee, 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 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 well-paying jobs, substantiated by the high jobless rate. As evidenced by the Kentucky Education and Workforce Development Cabinet yearly data for 2022, 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	42,562	39,603	2,959	7.0%
Floyd County, KY	11,076	10,338	738	6.7%
Johnson County, KY	6,769	6,303	466	6.9%
Magoffin County, KY	3,364	2,956	408	12.1%
Martin County, KY	2,318	2,114	204	8.8%
Pike County, KY	19,035	17,892	1,143	6.0%
Kentucky	2,014,005	1,949,282	67,723	3.4%
United States	162,294,000	155,975,000	6,319,000	3.9%

Note: This indicator is compared with the state average. Data breakout by demographic groups is 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 childcare can be a barrier. Many communities are underserved by childcare providers. For example, Magoffin and Martin counties currently have no licensed childcare facilities. For other counties who do have licensed childcare facilities, periodic freezes or caps on the number of children permitted to enroll in state subsidized childcare are sometimes imposed when funding is scarce. Facilities offering

childcare 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 services 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, West Virginia.

According to Kentucky Healthfacts.org, there are 336 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 2023 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 109th in the state. In addition, of the 120 Kentucky counties, Martin County ranked 90th; Magoffin County, 110th; Pike County ranked 100th; and Johnson County, 97th in overall health. 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	33	29	32	38	29	23
Adult Obesity	46	45	39	40	42	33
Physical Inactivity	40	36	32	32	38	28
Adult Smoking	29	22	25	25	23	24

Although education is receiving more attention and slightly rising within the past year, 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, 2018-2022 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	10.4	7.6	14.6	12.3	9.6	5.0
9-12, no diploma	11.8	9.5	13.7	12.5	12.1	7.8
High school only	40.2	41.0	37.6	34.3	39.8	32.6
Some college	19.8	18.4	18.1	19.9	17.2	20.9
Associate degree	5.6	8.0	5.5	10.3	7.4	8.5
Bachelor’s Degree	7.0	8.3	5.2	7.6	7.2	14.8
Graduate Degree	4.9	7.2	5.3	3.2	6.8	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, 89 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. Roughly 56 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.

By every commonly used measure of economic health, the Big Sandy region is not performing well when compared to the 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 2018-2022 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 (All Ages)	Poverty Rate (Under 18)	Poverty Rate (Seniors)	Median Household Income
United States	12.8	17.5	9.3	\$64,994
Kentucky	16.6	22.2	11.0	\$52,238
Floyd County	28.9	40.2	12.0	\$35,096
Johnson County	21.4	22.0	15.1	\$38,333
Magoffin County	29.2	35.6	21.0	\$27,807
Martin County	17.9	17.9	15.4	\$42,894
Pike County	25.0	33.0	15.2	\$34,700

	United States	Kentucky	Floyd	Johnson	Magoffin	Martin	Pike
	% below poverty level	% below poverty level	% below poverty level	% below poverty level	% below poverty level	% below poverty level	% below poverty level
Population for whom poverty status is determined	12.80%	16.60%	28.90%	21.40%	29.20%	18.20%	25.00%
AGE							
Under 18 years	17.50%	22.20%	40.20%	22.00%	35.60%	17.90%	33.00%
Under 5 years	19.10%	24.50%	34.20%	25.50%	43.70%	18.20%	42.10%
5 to 17 years	16.90%	21.30%	42.30%	20.60%	32.30%	17.80%	29.70%
Related children of householder under 18 years	17.20%	21.70%	39.20%	21.60%	34.40%	17.90%	32.60%
18 to 64 years	12.10%	16.00%	29.90%	23.10%	29.00%	19.10%	25.20%
18 to 34 years	15.40%	19.80%	38.20%	17.90%	31.60%	22.10%	30.70%
35 to 64 years	10.10%	13.90%	25.80%	25.50%	27.90%	17.40%	22.60%
60 years and over	9.70%	11.80%	15.00%	16.10%	20.40%	12.90%	17.90%
65 years and over	9.30%	11.00%	12.00%	15.10%	21.00%	15.40%	15.20%
SEX							
Male	11.60%	15.00%	26.20%	19.30%	29.90%	18.30%	23.20%
Female	14.00%	18.20%	31.40%	23.50%	28.50%	18.10%	26.70%
RACE AND HISPANIC OR LATINO ORIGIN							
White alone	10.60%	15.40%	28.50%	20.70%	28.70%	18.30%	24.60%
Black or African American alone	22.10%	26.60%	69.40%	48.40%	-	50.00%	67.20%
American Indian and Alaska Native alone	24.10%	26.30%	0.00%	0.00%	100.00%	0.00%	18.90%
Asian alone	10.60%	14.60%	15.40%	57.60%	100.00%	-	12.50%
Native Hawaiian and Other Pacific Islander alone	16.80%	18.60%	-	-	-	-	0.00%
Some other race alone	19.70%	28.00%	23.20%	0.00%	100.00%	-	51.90%
Two or more races	15.10%	23.00%	32.40%	48.90%	42.10%	6.80%	41.10%

Hispanic or Latino origin (of any race)	18.30%	24.40%	18.20%	14.80%	50.00%	0.00%	18.50%
White alone, not Hispanic or Latino	9.30%	15.20%	28.50%	20.70%	28.80%	18.30%	24.60%

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 recently operated 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 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, affiliate 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 young people aged 18-24 with significant barriers to employment, such as pregnancy, parenting, aging out of foster care, dropping out of high school, and involvement with the criminal justice system. 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 serious barriers to employment 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 education.

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 principles. 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 Kentucky Career Center One-Stop JobSight program adds emphasis to the importance of education and makes furthering one's education easier and more accessible. At the KCC 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 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.

Through workshops, skills building practices, and employer matching, this program guided these individuals to opportunities they may otherwise not have encountered.

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.

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, LIHWAP, Winter Care Energy Fund, Kentucky Power Home Energy Assistance Program, Kentucky Power energy assistance programs, and the 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.

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 who 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.

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 enables 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, LIHWAP, KY Power Energy Assistance Program, the Columbia Gas Energy Assistance, Winter Care 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 from 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 childcare programs. This goal is accomplished by providing funds to centers or sponsors that offer nutritious meals to enrolled participants in childcare 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 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 applications 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 in 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 of 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 LIHWAP program was used for emergency payments of water and/or wastewater bills to avoid the disconnection of the water services.

Following a recent flood last year, the agency began operating a Disaster Case Management program for emergency assistance. This program helps survivors of the flood get back into their homes. Agency staff provide the survivors with referrals, contact information for partners, complete assessments, complete Family Goal plans, and assist partners to do this.

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 Pike County.

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, LIHWAP, Social Security and Supplemental Security Income Representative Payee program, Tenant Based Rental Assistance, Emergency Solutions Grant, 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. Through the COVID-19 National Emergency Grant staff are working toward economic recovery from the pandemic by assisting job seekers and employers impacted by pandemic layoffs and shutdowns to find new employment and employees. The National Healthcare Grant (H1B) provides educational and training opportunities to those interested in pursuing careers in healthcare. 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. The Agency also enters several OJT contracts with local employers to re-train and provide long-term employment. 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). 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.

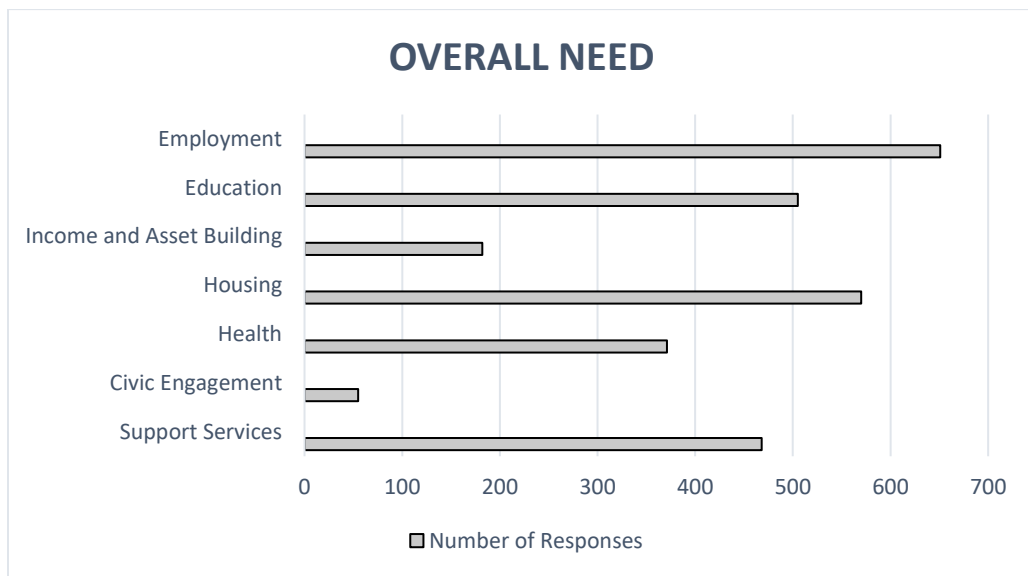
The Agency’s EEOC routinely updates all bulletin boards in public areas that contain current information for both staff and the public viewing. These bulletin boards have posted on them information that explains the appeals process for people dissatisfied with an Agency program decision or those who 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 the Big Sandy Area Community Action Program as a community level need. The top subcategory

concerns of those surveyed were finding more training for the jobs available, finding affordable transportation, and more jobs with better pay and benefits.

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, but the ripple effect is also a major concern. Many eastern Kentucky residents lost their jobs in non-coal related businesses because 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 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 subcategories concern more rental assistance programs, grants for home ownership and rehab, and programs for free home repair.

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 people in addiction recovery, 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, more parents involved in students’ education, and more certificate and degree programs offered locally. Education has been determined by the agency as a family level need.

Roughly a quarter 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.

Support Services is the Agency’s fourth priority, with the top three concerns being substance abuse resources, life skills, and meal programs. 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 and interagency meetings, the Agency continues to expand partnerships and increase awareness of the resources available, allowing for effective referrals to counseling and community-based food resources.

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’ 2021 County Data Book, an average of 26% 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 2015-2019 was 21.6 deaths per 100,000, Floyd County's rate was 63.4, nearly three times higher than the national average. Johnson's was 31.7, Magoffin's was 39.4, Martin's was 51.4, and Pike's was 47.8.

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 more community focus on preventative healthcare. 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) had, for many years, 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.

Income and Asset Building is the Agency's sixty priority. The top three subcategories this year were finding more information on how to access financial resources, anonymous and confidential budget 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.

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 accept applications from potential customers. Particular attention will be given to the following: the elderly, teen parents, non-readers, and people with substance use disorders. 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.

Housing

Helping eligible families through Weatherization, TBRA, and other housing programs is the Agency's second 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 1,113 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.

Supportive Services

Providing supportive services to low-income individuals and families ranks as the fourth 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.

Health

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

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.
- The 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.

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 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 indicates gaps in resources and services.

The Agency also applies the data toward the construction of logic model, which allows 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 the 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. 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, 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 significant barriers to employment. 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.

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 2023 Analysis and SFY 2024 Adjustments

To improve service delivery, the Agency compared projected outcomes on the SFY2023 ROMA report to the actual results thus far. The Agency self-monitored by comparing actual success rates to the 2023-2024 logic model projections and edited the goals accordingly.

- Lowered projections for SFY 2023-2024 SafeLink telephone enrollments due to the increased number of applicants having cell service. The SafeLink market is saturated in the local area.
- Lowered the targets for SFY 2023-2024 in the number of housing services due to increased funding.
- Increased the target for SFY 2023-2024 in the number of adults and youth obtaining employment.

By studying the SFY 2022-2023 ROMA data, BSACAP noted areas of needed improvement. For SFY 2023-2024, the Agency plans to strengthen service delivery by:

- 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.
- 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 2023 Needs Assessment Summary.

Big Sandy Area Community Action Program

Community

Needs

Assessment

2023



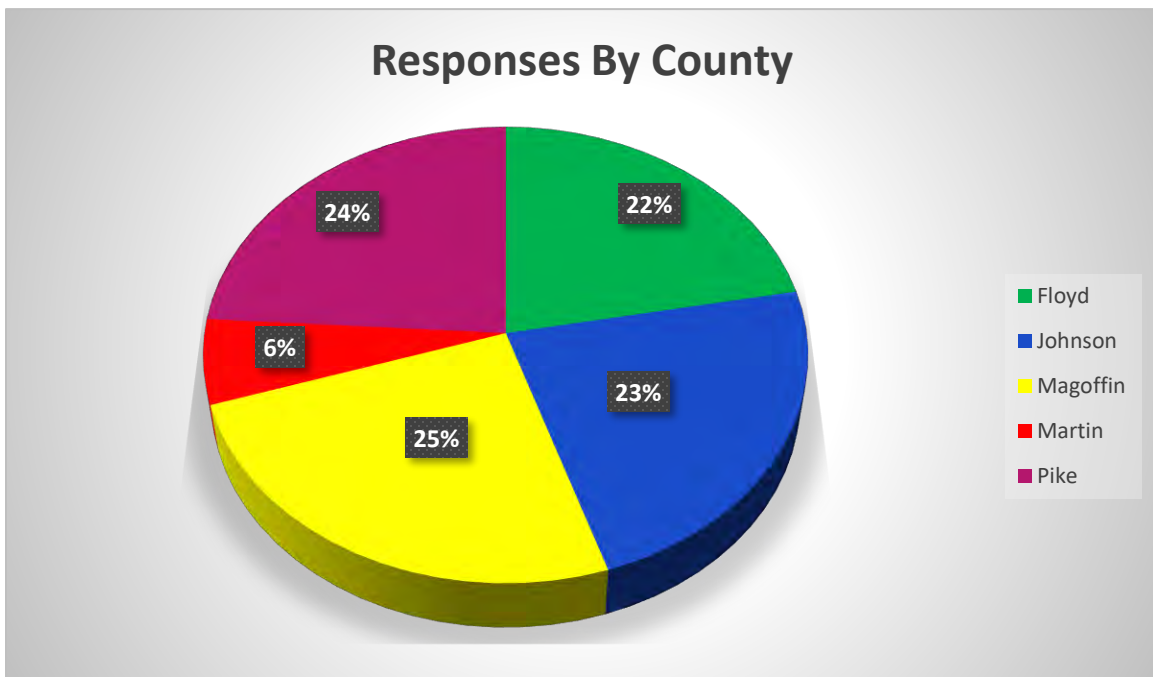
Needs Reported Through BSACAP Needs Assessment Survey

A. The Community Needs Assessment

The annual needs assessment process was conducted by the Big Sandy Area Community Action Program from August 2022 to March 2023. Raw data was gathered from 934 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 residents in the community are able to complete the assessment on our website, our Facebook page, in our local service offices, or in the office of any of our partners. Staff gather the completed applications to compile the data. This survey is completed one time per year.

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.



The graph above indicates the survey responses by county. As indicated, Magoffin County had the largest number of responses. We find this year that survey responses varied by county where the past years roughly aligned with the population distributed throughout the BSACAP.

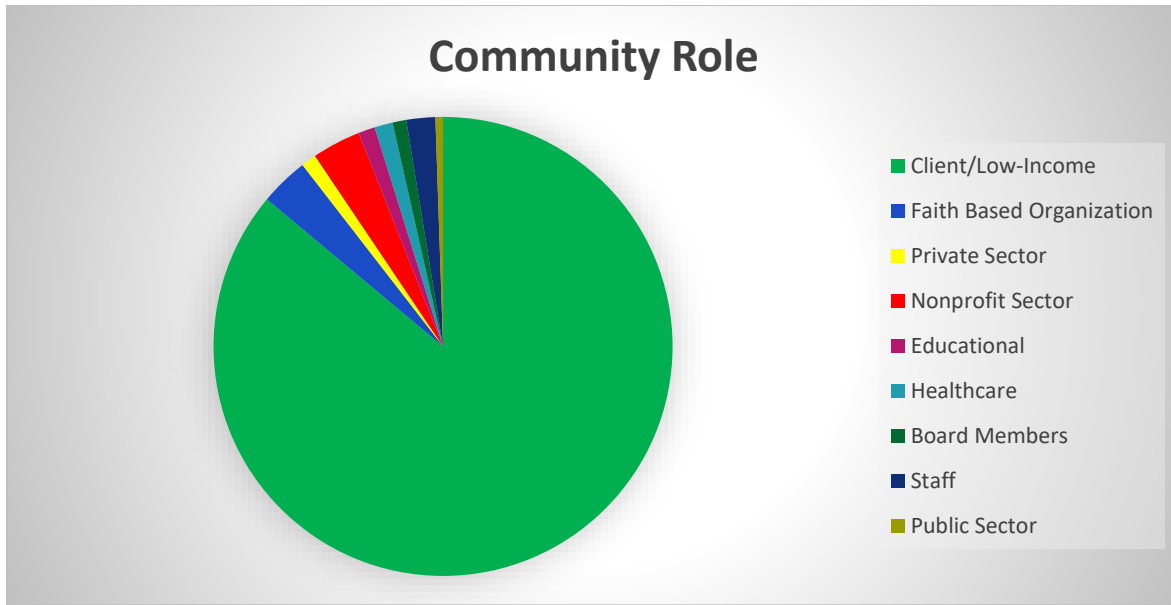
B. Methodology to Gather Information

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;
- Solicited community members as well as consumers applying for Low Income Home Energy Assistance Program (LIHEAP) services to complete the paper copy of the surveys in person at the local service offices.
- Distributed and collected online and paper surveys from community organizations (local churches, local doctor offices, public libraries, senior citizen centers, etc.) 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 previously used the data collected to update the agency's Strategic Plan.

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

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. A large portion of the respondents this year, 86%, 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 **30%** 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	137,858	40,868	30%
Floyd County, KY	35,274	9,877	28%
Johnson County, KY	22,556	5,413	24%
Magoffin County, KY	11,497	3,794	33%
Martin County, KY	11,140	4,567	41%
Pike County, KY	57,391	17,217	30%
Kentucky	4,512,310	767,093	17%
United States	333,287,557	39,994,506	12%

C. Collaborative Efforts with other Community Services Organizations

The strength of BSACAP’s collaboration with sister agencies and community-based organizations enables the Agency to better achieve its goals. Collaboration is particularly

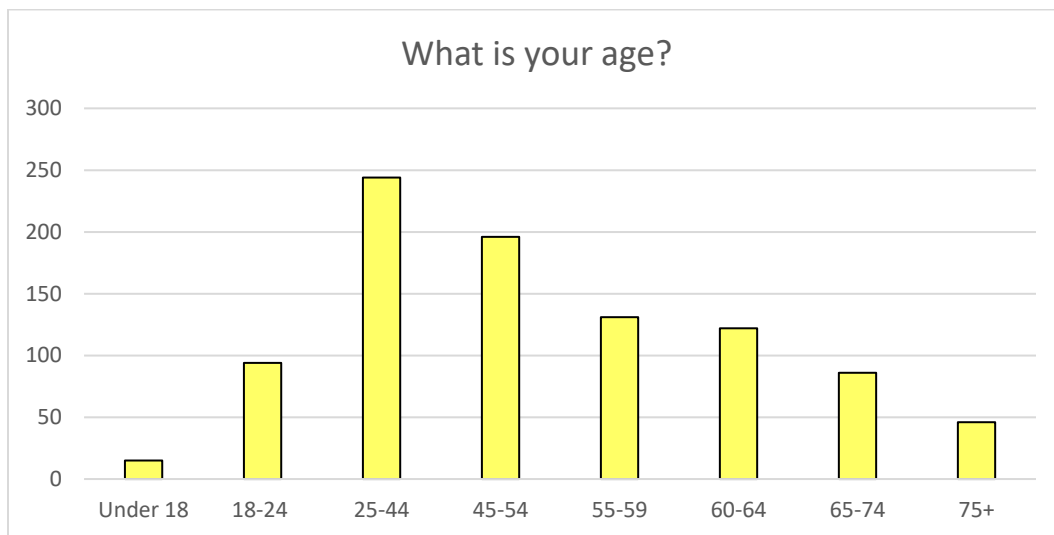
important when conducting the annual needs assessment as it allows the Agency to obtain a more comprehensive representation of community needs.

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. The 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 fully utilized.

Due to the ongoing 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 if they did not attend the meeting in person. The form was completed electronically, and their responses are included in the statistical tabulation. The quarterly interagency meetings were held virtually during and following the COVID-19 pandemic as an extra safety precaution measure.

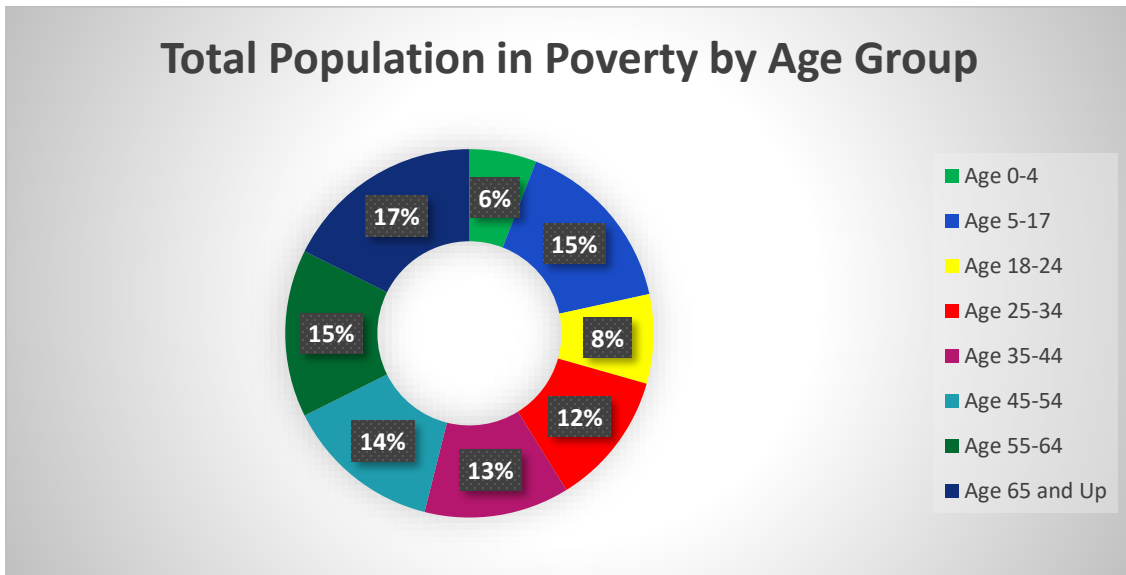
Demographic Information

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



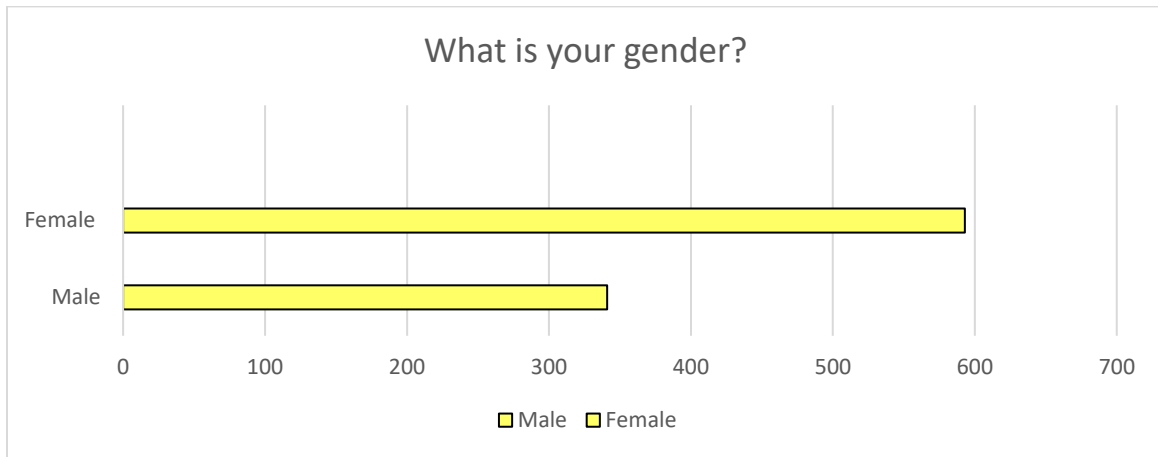
As the graph above indicates, over 47% of respondents were middle-aged, between 25 and 54 years of age. Thus, the responses to the survey are largely from people who are in their prime working years who may be caring both for children and aging parents. The next highest number of responses came from those age 55-59 who are nearing or have entered retirement age. Aside from age group 75+ with only 46 responses, the fewest number of responses came from those

age 18 and under with only 15 responses.



Data Source: US Census Bureau, [American Community Survey](#). 2017-2021. Data Source: Engagement Network

The graph above shows the total population by age groups in the Big Sandy Area. A total of 142,746 people lives in the 1,980.04 square mile report area defined for this assessment according to the U.S. Census Bureau American Community Survey 2021. The population density for this area, estimated at 72 persons per square mile, is less than the national average population density of 95 per square mile.



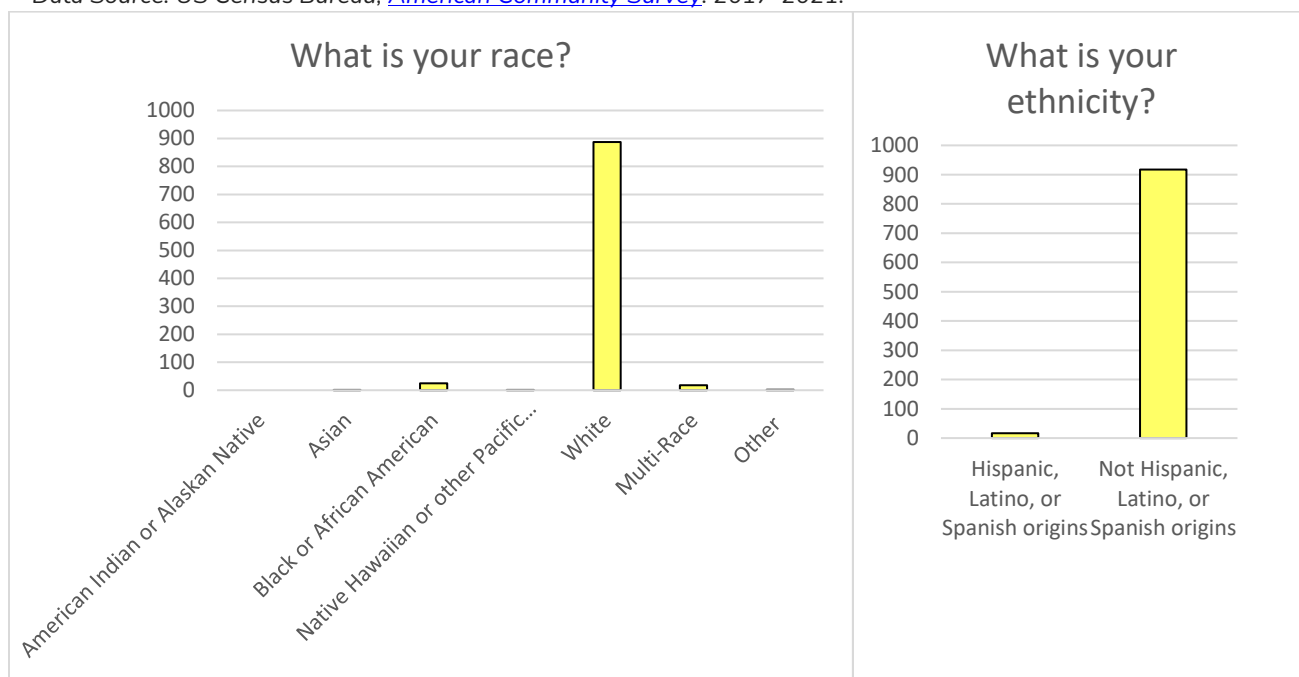
As the graph above indicates that the respondents of the 2022 Community Needs Assessment were split nearly 65/35, female to male. This number largely reflects the gender disparity in social service workers and clients we serve, particularly within programs funded through the Community Services Block 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 more than doubled in the Big Sandy Area.

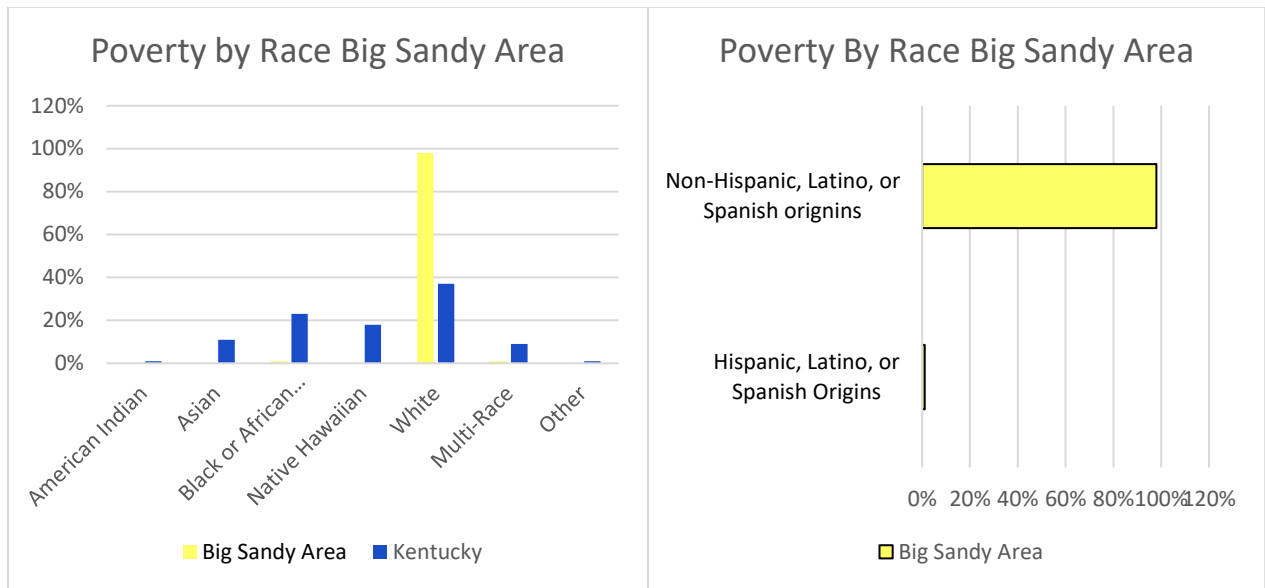
Report Area	Total Male	Total Female	Percent Male	Percent Female
Report Location	16,233	19,025	21.34%	29.26%
Floyd County, KY	4,641	5,633	26.74%	31.16%
Johnson County, KY	2,031	2,523	18.60%	22.37%
Magoffin County, KY	1,702	1,692	28.86%	29.20%
Martin County, KY	1,072	1,209	20.38%	24.50%
Pike County, KY	6,787	7,968	24.14%	26.92%
Kentucky	315,632	393,508	14.71%	17.78%
United States	18,132,275	22,249,361	11.44%	13.79%

Data Source: US Census Bureau, [American Community Survey](#). 2017-2021.

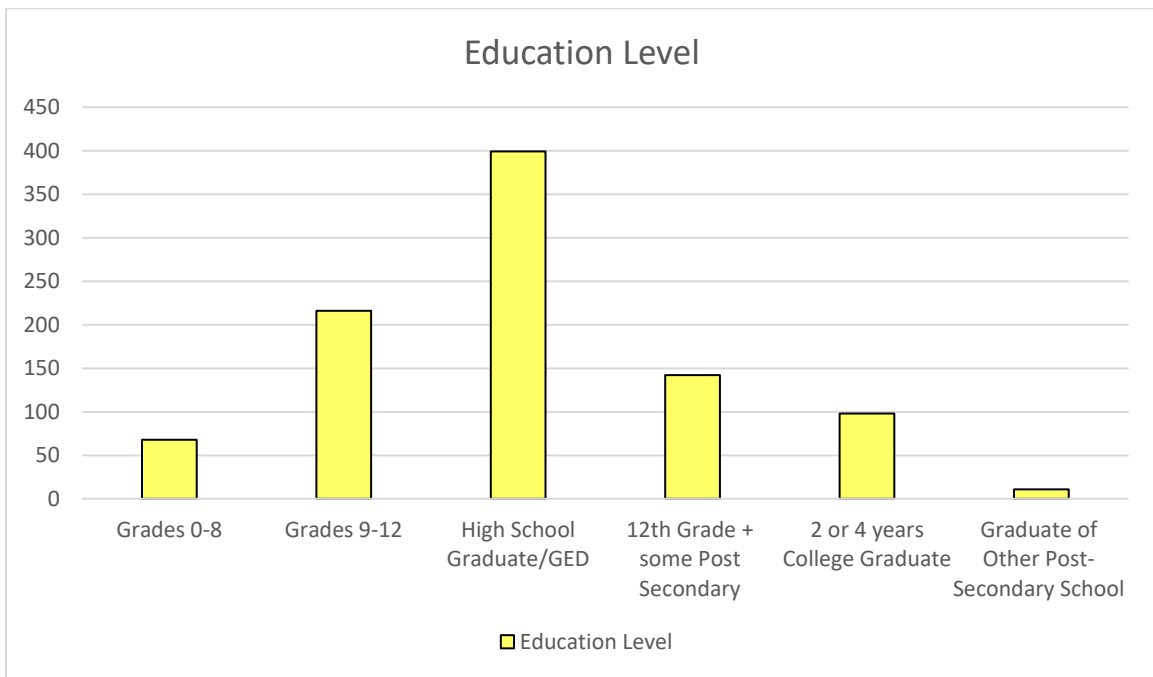


The results of the questions regarding race and ethnicity indicate that the vast majority of respondents in our area were White, Non-Hispanic or Latino people, which reflects local demographic information showing that the BSACAP service area is approximately 98% White and Non-Hispanic, Latino, or Spanish 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. You can see from the charts that the poverty by race aligns with the demographic information above.



Data from [Engagementnetwork.org/assessment](https://www.engagementnetwork.org/assessment) 2021.



As the chart above indicates, while nearly 43% of respondents have their high school diploma or equivalent, another 30% of respondents either did not attend or did not complete high school. Just over 15% of respondents have attended but not completed some post-secondary education, while 10% completed a two or four-year degree course or higher. BSACAP did have 1% of the respondents to the Community Needs Assessment that were Graduates of Other Post-Secondary Schools.

The survey was completed by 45 military veterans this year and 3 active military. This number has increased since last years' responses, but 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 continue strengthen the partnerships with local veterans' service programs.

D. Community Strengths and Needs

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 benefits 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 the trail have either been 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, Fish trap 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, Ashland, Huntington, West Virginia., and Knoxville, Tennessee, 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 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.

The region demonstrates many needs, particularly a lack of well-paying jobs, substantiated by the high jobless rate. As evidenced by the Kentucky Education and Workforce Development Cabinet yearly data for 2022, 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	42,562	39,603	2,959	7.0%
Floyd County, KY	11,076	10,338	738	6.7%
Johnson County, KY	6,769	6,303	466	6.9%
Magoffin County, KY	3,364	2,956	408	12.1%
Martin County, KY	2,318	2,114	204	8.8%
Pike County, KY	19,035	17,892	1,143	6.0%
Kentucky	2,014,005	1,949,282	67,723	3.4%
United States	162,294,000	155,975,000	6,319,000	3.9%

Note: This indicator is compared with the state average. Data breakout by demographic groups is 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 childcare can be a barrier. Many communities are underserved by childcare providers. For example, Magoffin and Martin counties currently have no licensed childcare facilities. For other counties who do have licensed childcare facilities, periodic freezes or caps on the number of children permitted to enroll in state subsidized childcare are sometimes imposed when funding is scarce. Facilities offering childcare 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 services 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, West Virginia.

According to Kentucky Healthfacts.org, there are 336 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 2023 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 109th in the state. In addition, of the 120 Kentucky counties, Martin County ranked 90th; Magoffin County, 110th; Pike County ranked 100th; and Johnson County, 97th in overall health. 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	33	29	32	38	29	23
Adult Obesity	46	45	39	40	42	33
Physical Inactivity	40	36	32	32	38	28
Adult Smoking	29	22	25	25	23	24

Although education is receiving more attention and slightly rising within the past year, 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, 2018-2022 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	10.4	7.6	14.6	12.3	9.6	5.0
9-12, no diploma	11.8	9.5	13.7	12.5	12.1	7.8
High school only	40.2	41.0	37.6	34.3	39.8	32.6
Some college	19.8	18.4	18.1	19.9	17.2	20.9
Associate degree	5.6	8.0	5.5	10.3	7.4	8.5
Bachelor's Degree	7.0	8.3	5.2	7.6	7.2	14.8
Graduate Degree	4.9	7.2	5.3	3.2	6.8	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, 89 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. Roughly 56 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.

By every commonly used measure of economic health, the Big Sandy region is not performing well when compared to the 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 2018-2022 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 (All Ages)	Poverty Rate (Under 18)	Poverty Rate (Seniors)	Median Household Income
United States	12.8	17.5	9.3	\$64,994
Kentucky	16.6	22.2	11.0	\$52,238
Floyd County	28.9	40.2	12.0	\$35,096

Johnson County	21.4	22.0	15.1	\$38,333
Magoffin County	29.2	35.6	21.0	\$27,807
Martin County	17.9	17.9	15.4	\$42,894
Pike County	25.0	33.0	15.2	\$34,700

	United States	Kentucky	Floyd	Johnson	Magoffin	Martin	Pike
	% below poverty level	% below poverty level	% below poverty level	% below poverty level	% below poverty level	% below poverty level	% below poverty level
Population for whom poverty status is determined	12.80%	16.60%	28.90%	21.40%	29.20%	18.20%	25.00%
AGE							
Under 18 years	17.50%	22.20%	40.20%	22.00%	35.60%	17.90%	33.00%
Under 5 years	19.10%	24.50%	34.20%	25.50%	43.70%	18.20%	42.10%
5 to 17 years	16.90%	21.30%	42.30%	20.60%	32.30%	17.80%	29.70%
Related children of householder under 18 years	17.20%	21.70%	39.20%	21.60%	34.40%	17.90%	32.60%
18 to 64 years	12.10%	16.00%	29.90%	23.10%	29.00%	19.10%	25.20%
18 to 34 years	15.40%	19.80%	38.20%	17.90%	31.60%	22.10%	30.70%
35 to 64 years	10.10%	13.90%	25.80%	25.50%	27.90%	17.40%	22.60%
60 years and over	9.70%	11.80%	15.00%	16.10%	20.40%	12.90%	17.90%
65 years and over	9.30%	11.00%	12.00%	15.10%	21.00%	15.40%	15.20%
SEX							
Male	11.60%	15.00%	26.20%	19.30%	29.90%	18.30%	23.20%
Female	14.00%	18.20%	31.40%	23.50%	28.50%	18.10%	26.70%
RACE AND HISPANIC OR LATINO ORIGIN							
White alone	10.60%	15.40%	28.50%	20.70%	28.70%	18.30%	24.60%
Black or African American alone	22.10%	26.60%	69.40%	48.40%	-	50.00%	67.20%
American Indian and Alaska Native alone	24.10%	26.30%	0.00%	0.00%	100.00%	0.00%	18.90%
Asian alone	10.60%	14.60%	15.40%	57.60%	100.00%	-	12.50%

Native Hawaiian and Other Pacific Islander alone	16.80%	18.60%	-	-	-	-	0.00%
Some other race alone	19.70%	28.00%	23.20%	0.00%	100.00%	-	51.90%
Two or more races	15.10%	23.00%	32.40%	48.90%	42.10%	6.80%	41.10%
Hispanic or Latino origin (of any race)	18.30%	24.40%	18.20%	14.80%	50.00%	0.00%	18.50%
White alone, not Hispanic or Latino	9.30%	15.20%	28.50%	20.70%	28.80%	18.30%	24.60%

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 recently operated 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 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, affiliate 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 young people aged 18-24 with significant barriers to employment, such as pregnancy, parenting, aging out of foster care, dropping out of high school, and involvement with the criminal justice system. 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 serious barriers to employment 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.

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 education.

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 principles. 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 Kentucky Career Center One-Stop JobSight program adds emphasis to the importance of education and makes furthering one's education easier and more accessible. At the KCC 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 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.

Through workshops, skills building practices, and employer matching, this program guided these individuals to opportunities they may otherwise not have encountered.

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.

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, LIHWAP, Winter Care Energy Fund, Kentucky Power Home Energy Assistance Program, Kentucky Power energy assistance programs, and the 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.

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 who 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.

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 enables 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.

A range of services is available to assist low-income residents with immediate and urgent individual and family needs. LIHEAP, LIHWAP, KY Power Energy Assistance Program, the Columbia Gas Energy Assistance, Winter Care 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 from 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.

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 childcare programs. This goal is accomplished by providing funds to centers or sponsors that offer nutritious meals to enrolled participants in childcare 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 communities 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 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 applications for Temporary Assistance for Needy Families (TANF) and to other food relief agencies.

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.

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 in 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 of children as well as for their health and safety.

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 LIHWAP program was used for emergency payments of water and/or wastewater bills to avoid the disconnection of the water services.

Following a recent flood last year, the agency began operating a Disaster Case Management program for emergency assistance. This program helps survivors of the flood get back into their homes. Agency staff provide the survivors with referrals, contact information for partners, complete assessments, complete Family Goal plans, and assist partners to do this.

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 Pike County.

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.

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, LIHWAP, Social Security and Supplemental Security Income Representative Payee program, Tenant Based Rental Assistance, Emergency Solutions Grant, 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.

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. Through the COVID-19 National Emergency Grant staff are working toward economic recovery from the pandemic by assisting job seekers and employers impacted by pandemic layoffs and shutdowns to find new employment and employees. The National Healthcare Grant (H1B) provides educational and training opportunities to those interested in pursuing careers in healthcare. 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. The Agency also enters several OJT contracts with local employers to re-train and provide long-term employment. The OJT contracts allow for reimbursement for a portion of employee wages.

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). 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.

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

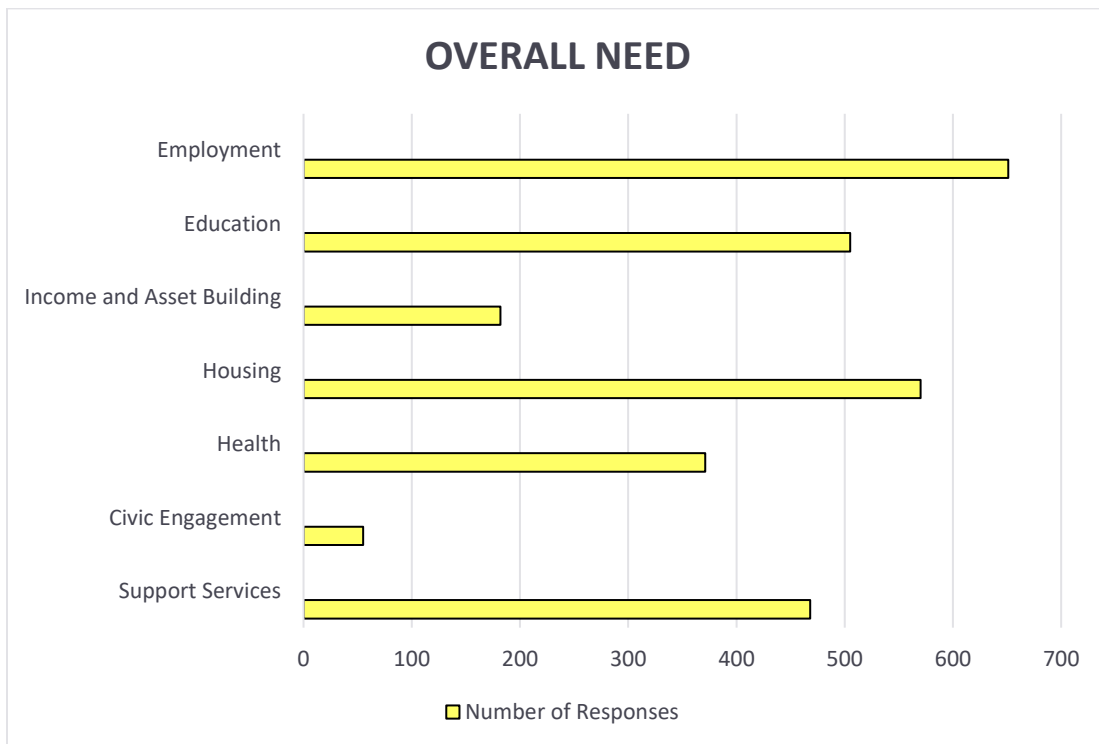
provide referrals to individuals and community organizations requesting assistance with equal opportunity legislation.

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.

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. This data is extremely helpful to the agency when deciding next steps. The results from the Community Needs Assessment were used to rank the agency’s top priorities in the SFY 2023-2024 Plan and Budget Proposal.



Employment was identified as the most needed service in the 2023 Community Needs

Assessment with 70% of respondents marking it as a top priority, followed by housing, education, support services, health, income and asset building, and civic engagement.

Overall Needs Assessment Results 2019, 2020, 2021, 2022, and 2023

	2019	2020	2021	2022	2023
Rank 1	Employment	Employment	Employment	Employment	Employment
Rank 2	Housing	Housing	Housing	Housing	Housing
Rank 3	Education	Education	Education	Education	Education
Rank 4	Health	Health	Income & Asset Building	Income & Asset Building	Support Services
Rank 5	Support Services	Income & Asset Building	Health	Health	Health

In 2019 through 2023, respondents were asked only to mark the top three needs, but in no order. Please see chart above for needs ranked.

Respondents were then asked to mark their top three concerns among several subcategories within each service area to determine the 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 our community needed more jobs with better pay and benefits. Other top concerns by respondents were that the area needs more training for the types of jobs available in the area as well as affordable childcare during work hours and 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 jobs with better pay and benefits	71%
2	More training for the types of jobs in the area	53%
3	Affordable childcare during work hours	44%

4	Affordable transportation to and from job	42%
5	Improve the workforce readiness skills	31%
6	Increase the community's knowledge of available employment resources	29%
7	Young adult reinforcement of the values of entering the workforce	17%
8	Affordable adult daycare during work hours	12%
9	Other	0%

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 several 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 \$18,000 lower than the state average and approximately \$33,000 lower than the national average. According to the US Census Bureau, Kentucky alone is ranked 4th of the 50 states in level of poverty, following only 3 other states (Mississippi, Louisiana, & New Mexico) with higher poverty levels. Over the past few years, many people move out of the Big Sandy Area to obtain employment elsewhere.

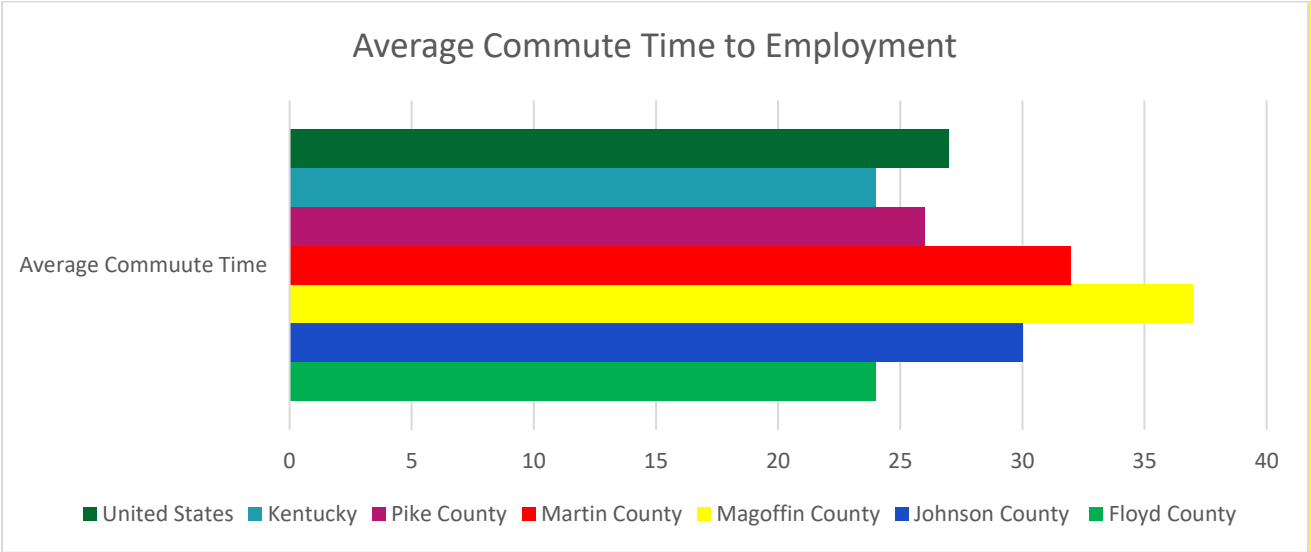
	Floyd County	Johnson County	Magoffin County	Martin County	Pike County	Kentucky	United States
Average Annual Income per Household	\$37,360	\$41,489	\$29,615	\$40,826	\$36,910	\$55,454	\$70,784

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	24	30	37	32	26	24	27

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 few years, unemployment increased and many in our area lost vehicles due to lack of payment. In addition to other barriers, recent flooding has left households without transportation.



Transportation remains a top concern for respondents of the Community Needs Assessment for Big Sandy Area Community Action Program when trying to find employment. Within the service area, over 11% of the total number of households do not have a motor vehicle. This is higher than both the state level at 7% and the national level at 6%.

The second highest ranked service category in 2023 according to the Community Needs

Assessment was **Housing**. The Big Sandy Area Community Action Program considers **Housing to be a community-level need**. Nearly 62% of respondents to the Community Needs Assessment considered Housing to be in the top three overall needs of the community.

Housing

Rank	Need	Percent of Total Responses
1	More monthly rental assistance programs	67%
2	Increased availability of security/utility deposit programs	49%
3	More subsidized housing opportunities	36%
4	More programs to provide free home repair	32%
5	More grants to provide services that reduce energy costs	31%
6	More community supports for homeless families	23%
7	More income based rental housing for disabled and seniors	22%
8	More counseling resources for homeowners	18%
9	Other	0%

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 always maintains a waitlist. These two programs assist clients in alleviating the cost of rental costs in the form of rent payments, security deposits, utility deposits, and utility allowances.

The agency also operates the Weatherization Assistance Program and the Low-Income Home Energy Assistance Program (LIHEAP), both of which aim to reduce the burden of utility costs. The Low-Income Household Water Assistance Program (LIHWAP) also helps reduce the burden of utility costs.

The U.S. Census Bureau, American Community Survey 5-Year Estimates, show that between 2017 and 2021, an average of 67% 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 \$700 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, 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.

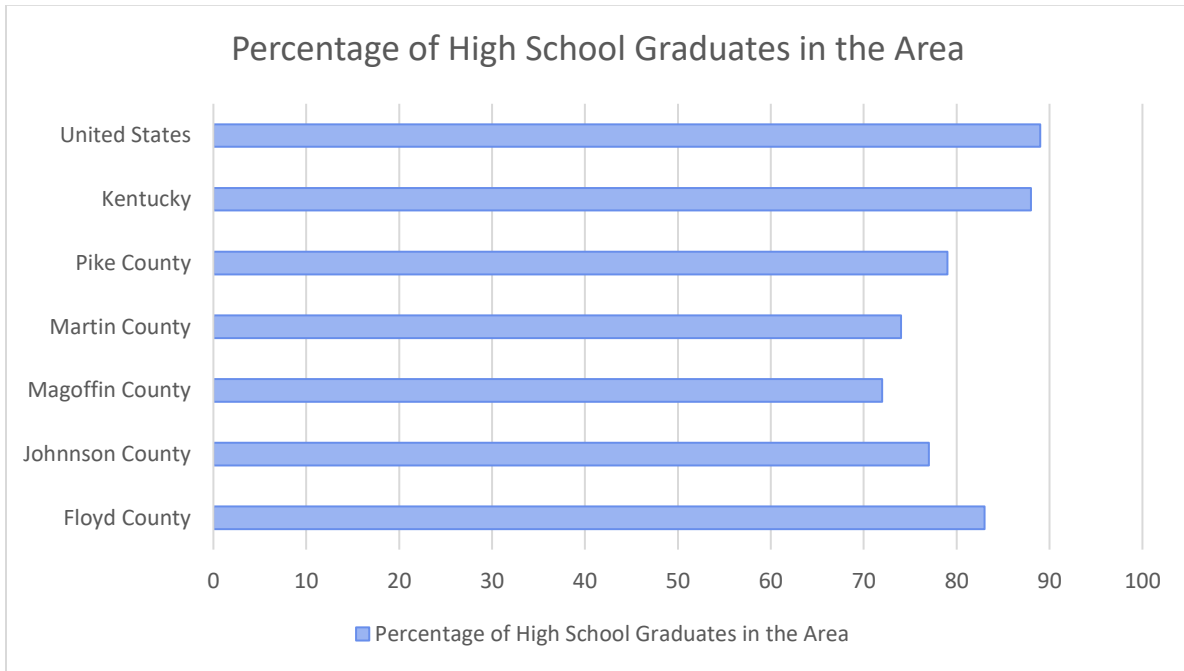
Partnerships with local churches continues to help BSACAP assist some homeless families in the area. Searching for partners that will assist homeless families through community supports is another way we can accomplish this.

The Community Needs Assessment data showed that **Education** ranked as the third highest need among those surveyed. Just over 54% of the respondents to the Community Needs Assessment addressed Education as a concern. This is the sixth consecutive year that Education has ranked as the third highest need in the Community Needs Assessment. **Education is deemed a family-level need for Big Sandy Area Community Action Program.**

Education

Rank	Need	Percent of Total Responses
1	More accessible counseling to prepare students for Tech School or College	56%
2	More Certificate/Degree Programs Offered Locally	52%
3	More parents involved in student's education	43%
4	Preschool activities for child(ren) to develop school readiness skills	40%
5	Increasing the community's knowledge of available and affordable education	40%
6	Affordable high-quality childcare options for parents who would like to further education	38%
7	Affordable transportation options to and from school	32%
8	Other	0%

You can see in the chart above that our community felt the tops needs in Education were more accessible counseling to prepare students for Tech School or college, more certificate/degree programs offered at a local level, more parents involved in student's education, and preschool activities for child(ren) to develop school readiness skills.



The chart above shows the percentage of high school graduates in the area. With all five counties in the Big Sandy area above 76%, the area percentage has risen 4% in the last year. However, you can see with Floyd County at 76%, Johnson County at 81%, Magoffin County at 70%, Martin County at 74%, and Pike County at 77%, the area still falls below the state level at 94% and the national level just above 88%.

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.

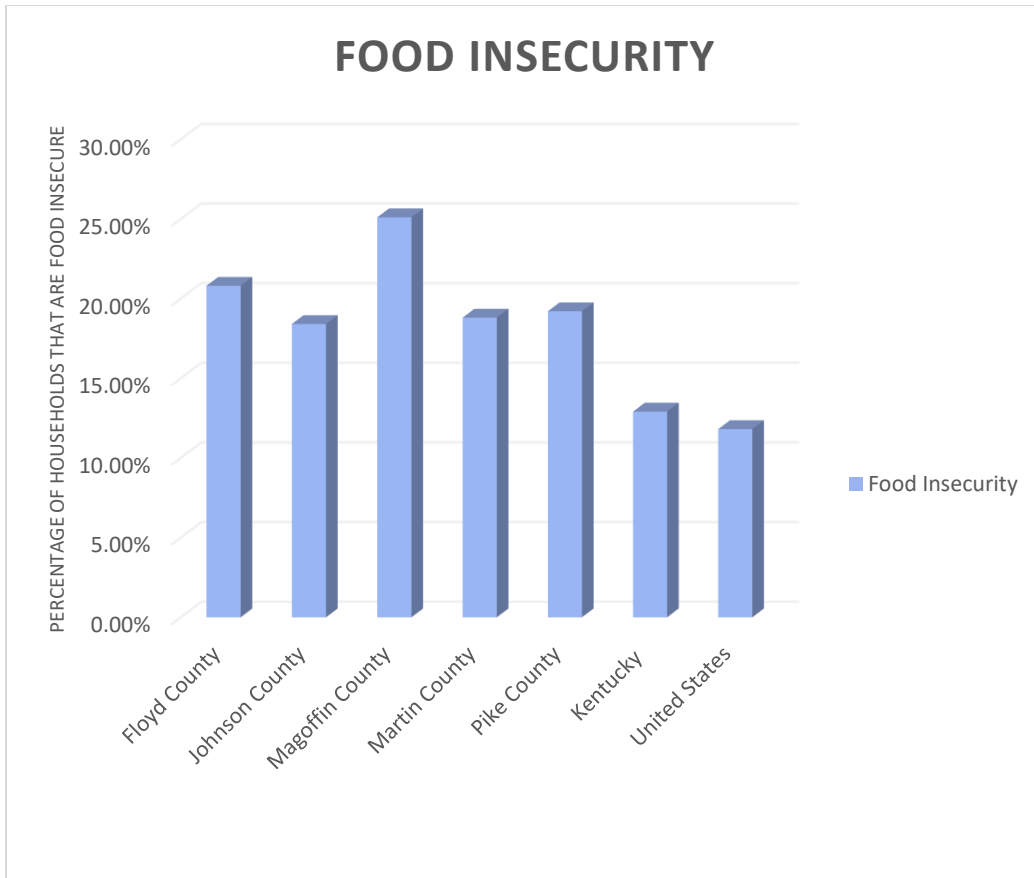
While graduation rates are on the rise, roughly a quarter of the area’s population is without their high school diploma or GED. Of those able to attend, many people believe they cannot afford higher education and are unaware of the financial aid available to them. Additionally, there is a need for trade 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.

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

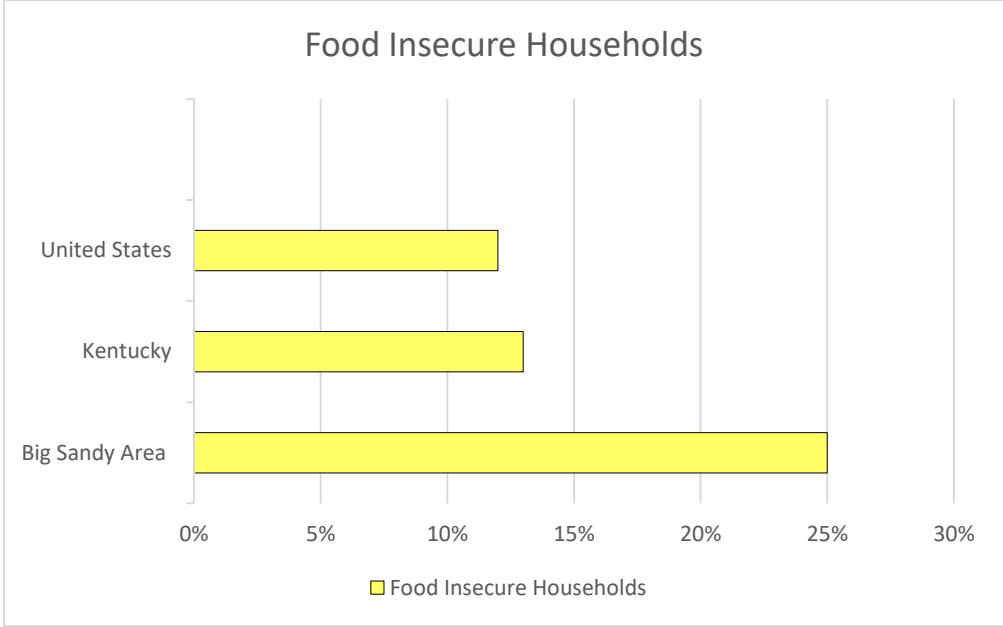
Support Services

Rank	Need	Percent of Total Responses
1	Emergency Services	37%
2	Life Skills Programs and Services	31%
3	Elderly Services	30%
4	Youth Services	29%
5	Legal Services	28%
6	Meal Programs	27%
7	Transportation Services	26%
8	Disabled Services	22%
9	Child Support	21%
10	Substance Abuse Resources	18%
11	In-home Services	15%
12	Senior Centers	11%
13	Sexual/Emotional/Physical Abuse Services	8%
13	Other	1%

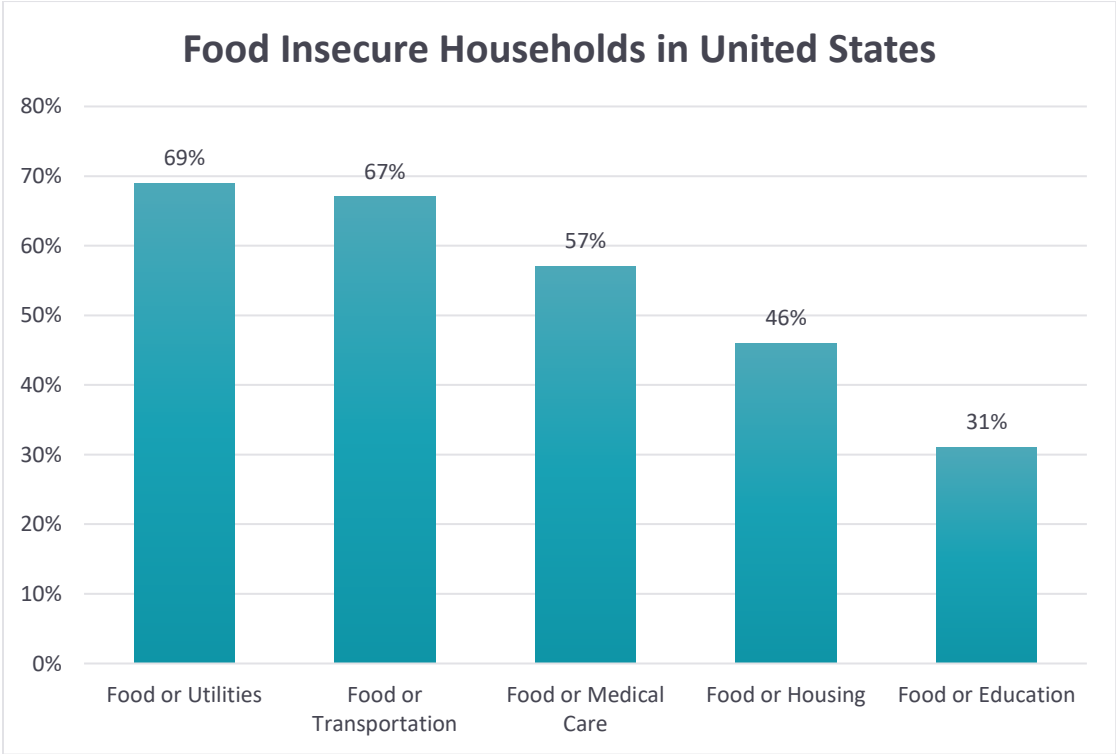
BSACAP uses the Emergency Food & Shelter Program to provide financial assistance to local food banks and makes referrals to area food banks, community meals, and the USDA’s summer feeding program in which local schools participate. Data gathered in 2022 by Feeding America for shows that an average of 20% of the area’s population is food insecure and struggles with hunger. The chart below shows the percentage of each county population with food insecurities as well as the state level and the national level. You can see that the average for the area covered by BSACAP is well over the state level at 13% and the national level at 12%.



According to data provided by the Kentucky Youth Advocates' 2022 County Data Book, an average of 44% of children live in low-income homes and nearly 16% of children across the service area live in food insecure homes. This is a 2% increase from the previous year's data at 14% of children in the area living in a food insecure home. 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 12%.



The chart below shows food insecure households in the United States and the percentage of households that had to make choices between food and other necessities. The chart shows as much as 69% of homes in the US that are food insecure had to choose between food or utilities and 46% of food insecure homes had to choose between food and housing. This is due to the rising cost of utilities, gas, food, healthcare, and education.



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.

The fifth highest ranked concern in 2023 by survey respondents to the Community Needs Assessment survey was **Health**. **The Big Sandy Area Community Action Program considers this to be a family-level need.**

Health

Rank	Need	Percent of Total Responses
1	Payment Assistance for Adult Dental, Hearing, & Vision Services	55%
2	More Community focus on preventive healthcare	48%
3	Affordable Transportation for health care services	36%
4	Access to affordable comprehensive (or primary) health care services	35%
5	More education on maintaining personal hygiene	30%
6	Increasing the community’s knowledge of available health resources	25%
7	More Knowledge of available food sources	21%
8	More emphasis on reinforcing healthy eating habits	17%
9	More assistance and resources for victims of elderly abuse	13%

10	More emphasis on early childhood nutrition education	12%
11	More assistance and resources for victims of elderly abuse	7%
12	Other	3%

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, school physicals, 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. Workshops provide opportunities for clients to come into the local service offices or to community partners to interact socially. The agency also 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. Follow-up to the Garden Seed program included classes providing education to people in the community on how to preserve items that were grown in the garden.

With additional CARES funding, the agency created a 5-county resource guide to assist the community with resources from agency partners, many of whom are in the Health field. This guide is used to reach out to partners to assist the community with health care concerns not covered by the agency.

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. In fact, The County Health Rankings-Kentucky report for 2022 found that Floyd County is ranked 109th in the state. In addition, of the 120 Kentucky counties, Martin County ranked 98th; Pike County ranked 103rd; Johnson County, 96th; and Magoffin County, 113th. These rankings are based on factors including length of life, quality of life, health behaviors, social and economic factors, clinical care, and physical environments. Other outcomes in the Big Sandy Area include an average of 13% of babies born with low birth weight and an average of 13,000 premature deaths annually. When compared to the state level of Kentucky, all 5 counties in our area rank higher in premature deaths, number of individuals in poor health, number of uninsured individuals, individuals who are unemployed, and the number of individuals who partake in unhealthy behaviors such as smoking, suffering from obesity, physical inactivity, and teen pregnancies.

The table below shows the number of people in the Big Sandy area (under 65 years of age) per county without health insurance. You can see that the our area is higher than both the state and national levels in percentage of the population under 65 years of age without health insurance and more than double in percentage of people under 65 years of age with disabilities.

Area	Percentage of Population (under 65) Without Health Insurance	Percentage of Population (under 65) with Disabilities
Floyd County	6.5%	19.9%
Johnson County	6.5%	20.8%
Magoffin County	8.4%	24.7%
Martin County	6.1%	23.5%
Pike County	7.3%	23.2%
Kentucky	6.7%	13.2%
United States	9.8%	8.7%

The sixth priority for the agency, according to the Community Needs Assessment survey results was **Income & Asset Building**. The Big Sandy Area Community Action Program considers Health to be a family-level need.

Income & Asset Building

Rank	Need	Percent of Total Responses
1	Anonymous and confidential budget counseling	58%
2	More access to low interest loans	52%
3	Information on how to access credit counseling	51%
4	More education on how to build assets	41%
5	Information on how to access financial resources	39%
6	Anonymous and confidential savings counseling	39%
7	Anonymous and confidential savings counseling	32%
8	Increasing the community's knowledge of available mainstream financial resources	28%
9	Other	1%

In addition to CSBG 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. seven payday lenders in a town with a population of 4,312 (2023 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. Big Sandy Area Community Action Program does have strong relationships with both partners and often give referrals to people looking for assistance in this area.

Civic Engagement was found to be the seventh priority among those surveyed. Only 6% of the respondents to the Community Needs Assessment addressed civic engagement as a concern in our community. **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	92%
2	More Education on How to Join Neighborhood Associations, Community Boards, Advisory Groups or Similar Organizations	92%
3	More youth programs/activities	74%
4	More Citizenship Classes	42%
5	Other	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 2022 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 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.
- The Goodwill voucher they gave me helped me get clothes for my job interview at Wendy's and I got the job.
- To help people get good jobs and training for jobs.
- 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
- 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 get non-violent people jobs to pay their bills.
- I like the diverse staffing at Big Sandy Area Community Action Program.
- They work with partners in the community to make it a better place to live.
- 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.
- 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.
- The Community Action helped me get seed to grow a garden to feed my family.
- This county is really poor, and it needs resources.
- Heating Assistance is the only way we can pay bills in the winter.
- To help the community get food/pay bills/and pay rent.
- To help people like me that have a background and can't get a job.

E. Key Findings and Initial Conclusions

- 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 needs to conduct outreach to current and former military members and to form stronger partnerships with local veterans' service programs.
- The agency needs to work on finding transportation opportunities for the area.
- The agency must continue to work toward finding more program funding/grant opportunities so that a greater number of people can be served.
- While the agency currently works with partners to provide vision services the area, we need to look for further options and build strong partnerships to assist people with health services including dental and hearing services.
- The agency must continue to work toward getting more parents involved in student's education.
- The agency needs to look for ways to provide financial education and pathways to homeownership for low-income people, especially seniors.

F. CSBG Funded Programs

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 accept applications from potential customers. Particular attention will be given to the following: the elderly, teen parents, non-readers, and people with substance use disorders. 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.

Housing

Helping eligible families through Weatherization, TBRA, and other housing programs is the Agency's second 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 1,113 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.

Supportive Services

Providing supportive services to low-income individuals and families ranks as the fourth 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.

Health

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

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.
- The 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.

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. How Our Allocation will be Targeted

Please see Logic Models in Attachment D1 Logic models are created Adult Education Program, Adult Employment Program, Head Start Program, Healthy Families Program, and Housing Program.

H. Allocation Alignment

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 indicates gaps in resources and services.

The Agency also applies the data toward the construction of logic model, which allows 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 Involvement

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 the 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. Plans and Coordination for Non-Duplication

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 agency also runs the One Stop Operator Meetings in the community. The meetings are held quarterly in each of the service counties to ensure agencies do not duplicate services. The Agency and the Department of Community Based Services also maintain a written agreement attesting that the agencies will not duplicate services.

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.

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, 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.

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. Addressing the Needs of the Youth

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 aged 18-24 years who have significant barriers to employment. 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. Community Services to Impact the Community

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.

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.



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 Policy

In recognition of the importance of open and transparent dialogue and involvement of community members in setting agency direction and helping to determine what services and supports are offered, Big Sandy Area Community Action Program (BSACAP) is seeking customer satisfaction and resource quality data from its customers. The primary goal is to design better service delivery systems and develop strategies to improve results for our communities and the children and families who live there. By offering greater opportunity for input into processes, community members are afforded opportunity to actively participate in the decision-making process, not only about how services are delivered but also about what services and resources are most relevant to their needs.

Methods. The agency has enlisted SurveyMonkey.com to host the customer satisfaction surveys. The cloud-based service provides the tools to design, manage, get responses and analyze results.

The design and questioning is completely customizable. The questions span three categories--- close-ended, open-ended and descriptive; including but not limited to single answer, multiple choice and rating scale. Paramount to quality service delivery is the ability to gauge whether residents felt they were being treated respectfully, whether staff was able and willing to provide information and services to them, and the availability of and access to services.

Survey Monkey gives us advanced analysis tools and visual representation to easily understand and interpret the data. Collection and Analysis happens in real time. Results are viewed as respondents complete their surveys. The service allows for multiple custom reports, response download, custom chart creation and options to share responses.

Customer satisfaction data will be reviewed annually, with full analysis and dissemination to the Board of Directors to coincide with the presentation of the results of the community needs assessment data.

The survey is administered and available to customers via our website www.bsacap.org and Facebook.

Connecting with ongoing performance improvement efforts. BSACAP's approach will be focused on the improvement of service delivery by constantly monitoring customer feedback regarding their needs and expectations and how they view their service experiences. The agency will also encourage customers, as well as engaging the broader community in a review of issues. With this information, services can be prioritized and strategies to improve current conditions developed.

For information about customer behavior, satisfaction and preferences to be useful, it must be connected to organizational planning, day-to-day practices, employee training and assessment, and performance monitoring. The goal is a continuous improvement system that uses customer input into plan, design, and measure, assess and improve a product or service. Customer satisfaction information is continuously gathered, analyzed and fed back into quality improvement efforts.

Customer satisfaction research strategies *serve* as assessment tools. They provide a direct line connecting the organization's objectives, quality dimensions, measurement mechanism, and analysis-together, these comprise the feedback loop. Thus, continuous feedback loops are less a strategy than a performance-based approach to operating a customer service organization.

Connecting with strategic planning. Customer satisfaction information will be closely tied to strategic planning process at all levels of the organization. The information gained will help determine the "how" as well as the "what" of the service-delivery process. The result is expected to yield "customer-driven process improvement."

Survey results are expected to provide valuable information about whether customers are getting the services they want and need, while letting us know what we can do better. Data will be used in all stages of the planning (and ROMA) process; assessment, planning, implementation, and evaluation. To fully understand customers' expectations, experiences and perceptions requires an ongoing system of research. Ideally, customer-derived information is consciously used to inform staff and improve services.

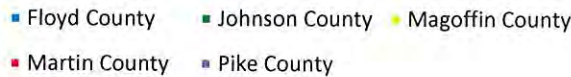
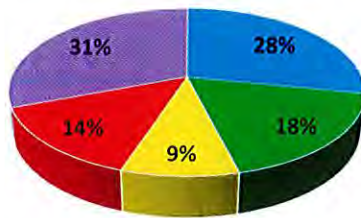
Customer Satisfaction Survey November 2022 - March 2023

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.

Total Number of responses received: 645

What county do you live in?

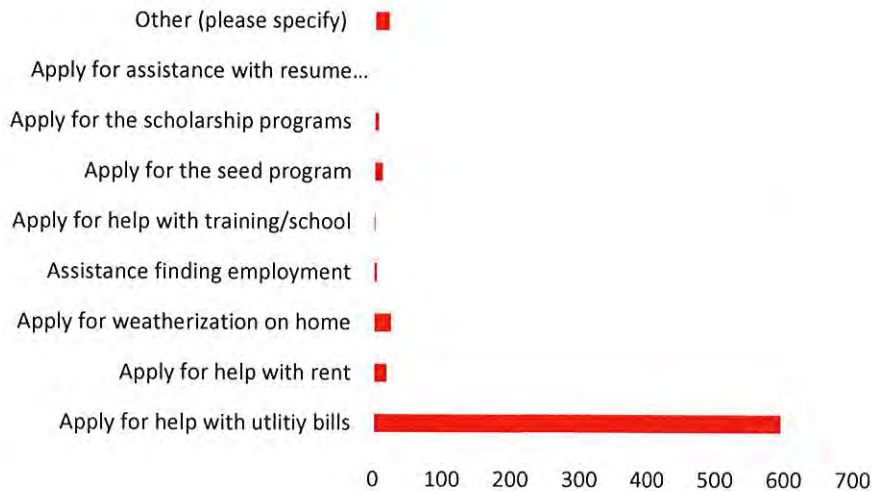
Responses by County



Floyd County: 180
 Johnson County: 112
 Martin County: 92
 Magoffin County: 57
 Pike County: 204

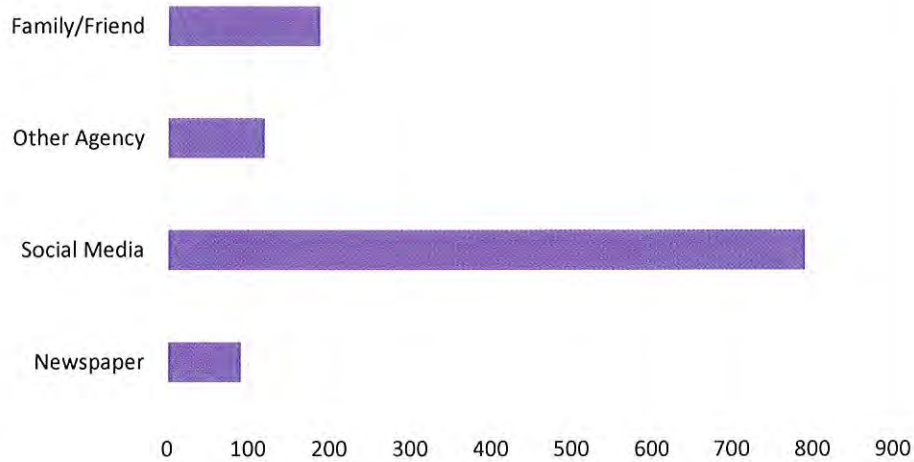
Why do clients contact the local service offices?

Reason for Contacting BSACAP

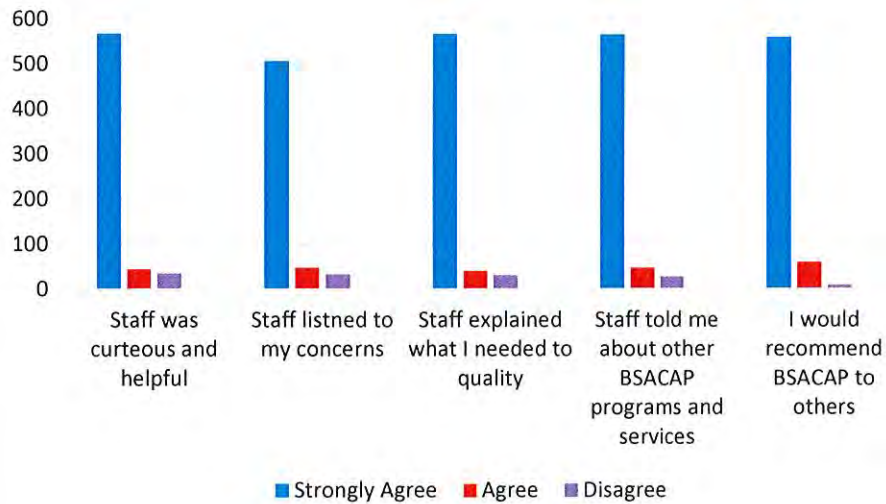


Other responses include: Emergency Food, Representative Payee Program, HEART and THAW applications, and Water Bill Assistance.

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



How did we do?



Conclusions:

- BSACAP staff act in a professional and courteous manner with clients and provide them with the information needed to resolve their concerns.
- While referrals from other agencies and newspapers continue to bring in clients, social media became the number one platform for reaching clients this past year, followed closely by friends and family recommendations.
- 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.

2024 Board Meeting Schedule

January 23rd, 2024

March 26th, 2024

May 28th, 2024

July 23rd, 2024

September 24th, 2024

November 26th, 2024

BYLAWS OF BIG SANDY AREA COMMUNITY ACTION PROGRAM, INC.

ARTICLE I NAME AND PRINCIPAL OFFICE

Section 1. Name. The name of this agency shall be Big Sandy Area Community Action Program, Inc. Big Sandy Area Community Action Program (herein referred to as BSACAP) is a nonprofit corporation incorporated under the laws of the Commonwealth of Kentucky as the proper body to carry out the purposes and functions set out in these Bylaws.

Section 2. Principal Office. The central office of BSACAP shall be the following:
Johnson County Courthouse, Third Floor
230 Court Street
Paintsville, Kentucky 41240

ARTICLE II PURPOSE

- Section 1. The purpose and function of BSACAP shall be the following:
- a. To administer and provide services to low-income, elderly or disadvantaged persons in the counties of Floyd, Johnson, Magoffin, Martin and Pike. BSACAP may provide services in other areas at the request of funding sources.
 - b. To work with the three significant groups in the community, that is the low income, the public and the private sector, to seek out, identify and eliminate the causes of poverty.
 - c. To make the entire community more responsive to the needs and interests of the low income by mobilizing available resources and bringing about a greater institutional sensitivity.
 - d. To plan and develop a system of priorities among projects, activities and areas, as needed, for the most effective and efficient use of resources.
 - e. To serve the public interest in charitable relief of the low income and distressed or underprivileged, to promote the social welfare by programs designed to lessen neighborhood tension, eliminate prejudice and discrimination, defend human and civil rights secured by law and combat community deterioration and juvenile delinquency.

ARTICLE III BOARD OF DIRECTORS

Section 1. Authority of Board of Directors. The principal representative body of this corporation shall be its Board of Directors, which shall be comprised in accordance with the terms of this Article. In accordance with Public Law 273.439, BSACAP shall have the same legal powers and responsibilities granted under its state charter as the Board of Directors of any private, nonprofit corporation incorporated in the Commonwealth of Kentucky including the power to enter into legally binding agreements with any federal, state, or local agency, or with any private funding organization for the purpose of administering programs or providing services. In addition to these general corporate powers which all private, nonprofit corporations possess, the following are specific powers of BSACAP:

- a. To fully participate in the development, planning, implementation and evaluation of the programs offered by BSACAP, including:
 1. Setting the policy and goals of BSACAP and developing procedures through which these goals will be met.
 2. Making final approval of all grant proposals and budgets.
 3. Enforcing compliance with all conditions of all grant contracts.
 4. Determining rules and procedures for the governing Board.
 5. Selecting the Officers and the Executive Committee of the governing Board.
 6. Overseeing the extent and the quality of the participation of the low income in the programs of BSACAP.
- b. To appoint and employ an Executive Director who, subject to the Board's direction and control, shall: manage the day-to-day affairs of the corporation; implement goals and policies established by the Board; and report on and advise the Board and its committees concerning the affairs and activities of the corporation. The Executive Director shall be empowered to hire, supervise and terminate the corporation's other employees in accordance with personnel policies established by the Board. In addition, the Executive Director shall perform such other duties and have such other powers as the Board may determine from time to time. The Board shall evaluate the Executive Director and set his/her compensation on an annual basis. The Executive Director shall attend meetings of the Board and its committees unless directed otherwise by the Board.

- c. To grant authorization to the Executive Director, at the annual meeting, to sign corporation contracts and checks and to delegate employees to sign corporation checks.

Section 2. Number of Directors. The membership of the Board of Directors shall be thirty (30) representatives. There shall be equal geographic representation from each of BSACAP's five (5) counties, (or six (6) members from each county). To ensure compliance with the CSBG tripartite Board requirements, the number of Board members must be divisible by three (3).

Section 3. Residence of Directors

- a. Every member of the Board who is selected to represent a specific geographic area within the community must reside within the area which he/she represents. This requirement of residency shall apply to:
 7. All representatives of the low income.
 8. Those public officials (or representatives) who represent specific political subdivisions, wards, or districts.
 9. Representatives of private community groups that are organized on a geographic basis.

Section 4. Composition of Directors. The CSBG Act requires that private, nonprofit CAAs have a Board that is composed of exactly one-third public officials, at least one-third representatives of the low-income sector, and the remainder made up of representatives of major groups and interests in the community.

a. PUBLIC SECTOR

1. Exactly one-third of the total membership of the Board shall be composed of elected public officials who shall serve for as long as they shall maintain their status of public official and only while they are in public office.
2. Public officials shall be defined as the County-Judge Executives of Floyd, Johnson, Magoffin, Martin and Pike counties and the Mayors of Inez, Paintsville, Pikeville, Prestonsburg and Salyersville.
3. Each public official selected to serve on the Board may choose one representative to serve on the Board either full-time in his/her place or whenever he/she is unable to attend a meeting. These representatives need not be public officials themselves, but they shall have full authority to act for the public officials whom they represent at the meetings of the Board.

b. LOW-INCOME REPRESENTATIVES

1. At least one-third of the total membership of the Board shall be composed of representatives of the low income who shall serve one-year terms.
2. Such representatives need not be low income themselves, but shall be democratically elected in a manner to ensure that they truly represent the low income. Representatives of the low income shall be elected on a countywide basis in low-income elections. All low-income residents of the county may participate in the selection process. See Article III, Section 5, which outlines precise method of election.
3. Low-income elections must be approved by the full Board at the November meeting.
4. After election and approval by the Board of Directors at the November meeting, low-income representatives and alternates will be notified of their official seat on the Board of Directors to be effective at the annual meeting in January.
5. Alternates for representatives of the low income shall be selected in the same manner and at the same time as the representatives themselves. The voters who select the representative shall also select the alternate.

c. PRIVATE SECTOR REPRESENTATIVES

1. The remainder of the Board shall be composed of representatives from private community groups and organizations who shall serve one year terms and must be selected by the groups they represent. The private sector of the Board shall not constitute more than one-third of its total membership.
2. Private community groups shall be defined as any organization concerned with business, industrial, labor, religious, private welfare, private education, civic, professional, significant minority groups or other major community interests. The Board as a whole shall select those organizations to be represented on the Board.
3. If there are more private groups willing to serve than there are seats available, then the Board of Directors may rotate the groups, if it deems it necessary, to permit such groups an opportunity to serve. The selection of such groups will be made at the November meeting of the Board.
4. The private organizations represented on the Board shall select their own alternate just as they select their own representative. As with the representative of the organization, the alternate shall be empowered to speak and act on the behalf of the organization which he/she represents.

5. **Head Start Board Composition:** At least one Director shall have a background and expertise in fiscal management or accounting. At least one Director shall have a background and expertise in early childhood education and development. At least one Director shall be a licensed attorney familiar with issues that come before the governing body. However, if a person described in any one of the three preceding sentences is not available to serve as Director, the Board shall use a consultant or another individual with relevant expertise, with the required qualifications, who shall work directly with the Board.

d. **ALTERNATES**

1. Each Board member may have only one alternate. Each alternate may substitute for only one Board member. No alternate may serve as an Officer of the Board.

Section 5. Selection of Directors. An annual election shall be held in each of the five (5) counties in November of each year with date and time to be most convenient for the low income and prior to the November Board meeting. BSACAP will advertise in each of its five (5) counties for individuals interested in serving on the Board. Only the individuals who file for election and meet the eligibility requirements will be included on the ballot. Written instructions will be advertised in each county two (2) weeks prior to election date and shall include the following: date and time of election, location of election, and any other items needed to conduct an election. Supervision of the election will be the responsibility of the Executive Director or the designated staff of BSACAP. Detailed minutes of all procedures pertaining to the election process will be maintained at the BSACAP Central Office. Voting eligibility shall be limited to individuals who meet the OMB 125 percent poverty guidelines. Individuals wishing to vote must provide proof of their age, residence and income. Safeguards will be taken to ensure that persons vote only once.

Section 6. Term Limits. Each Director shall serve for a one-year term or until he/she sooner dies, resigns, is removed, or becomes disqualified. A public official shall serve only while he/she continues to hold public office. A private sector representative shall serve only while he or she continues to be associated with the organization that designated him/her. Directors may serve consecutive terms.

Section 7. Removal of Directors

a. **GROUND FOR REMOVAL**

1. **Incapacity.** The Board may remove a Director, if in the opinion of the Board, the Director is incapacitated or otherwise unable to carry out the duties of his/her office.
2. **Cause.** The Board may remove a Director for cause for one or more of the following reasons:

- a) conduct the Board deems contrary to the best interests of the corporation;
- b) violations of the corporation's articles of incorporation, bylaws, conflict of interest policy, Board resolutions or other policies;
- c) failure to attend meetings
 - i. Board members must realize that in order to meet their fiduciary duties, they must be able to attend the Board meetings.
 - ii. If a member is unable to attend a meeting, he/she should make every effort to contact his/her alternate or select a representative.
 - iii. Absence from three (3) or more consecutive Board meetings may result in removal at the discretion of the Board.
- d) repeated disruptions of Board and/or committee meetings;
- e) false statements on documents completed in connection with service as a Director or Officer of the corporation.

b. REMOVAL PROCEDURES

- 1. The Board shall provide all Directors, including the Director proposed to be removed, with at least five (5) days' notice of the meeting at which the removal is to be considered. The notice must specify that a purpose of the meeting is to consider removal of the Director. The Director proposed to be removed shall be entitled to an opportunity to be heard at that meeting. A vote of two-thirds of the Directors present at the meeting is required to remove the Director.

Section 8. Resignation of Directors. A Director may resign by delivering his/her written resignation to the Chairman of the Board, to a meeting of the Directors or to the corporation at its principal office. The resignation shall be effective upon receipt unless specified to be effective at some other time. A Director who has ceased to meet the qualifications for service as a Director, as specified in these Bylaws, is deemed to have resigned as of the dates he/she ceased to meet those qualifications.

Section 9. Vacancies.

- a. There is a vacancy on the Board when a member has been notified of his/her official removal by action of the Board for cause or when a member notifies the Board of his/her resignation.

- b. When the seat of a representative of a private organization is vacant, his/her alternate will fill the seat. If both the representative and alternate seats are vacant, the Board shall ask that organization to name another representative and alternate to fill out the term.
- c. When the seat of a representative of the low income is vacant, his/her alternate will fill the seat. If both representative and alternate seats are vacant, an election may be held.
- d. The Board shall fill all vacancies in a timely manner.

Section 10. Conflict of Interest. Subject to the articles of incorporation, bylaws and any applicable law, the Board of Directors shall adopt and implement a conflict of interest policy covering the corporation's Directors, Officers and such employees and other persons as may be specified in the policy.

Directors of the corporation may not: have a financial conflict of interest with the corporation or its delegate agencies; be employees of the corporation; or be immediate family members of any employees of the corporation or its delegate agencies. For this purpose, the term "immediate family member" means: a spouse, parents and grandparents, children and grandchildren, brothers and sisters, mother-in-law and father-in-law, brothers-in-law and sisters-in-law, daughters-in-law and sons-in-law, and adopted and step family members.

Directors who are federal employees are prohibited from serving in any capacity that would require them to act as an agent of or attorney for the corporation in its dealings with any federal government department or agencies.

Section 11. Compensation of Board Members. Directors may not receive compensation for serving on the corporation's Board of Directors or for providing services to the corporation. However, they may receive reimbursement (or advances, in the case of low-income sector Directors) from the corporation for reasonable and documented expenses incurred in the course of performing services as Directors or Officers. To the extent the corporation makes any such reimbursements or advances, it shall do so only in accordance with financial policies established from time to time by the Board.

Section 12. Prudent Standards of Board Members. Board members may have breached their responsibilities if they have:

- a. Failed to review the actions of those to whom financial responsibility has been delegated, or
- b. Allowed BSACAP to enter into a transaction with a business in which he/she has a substantial interest without informing the Board of the involvement and disclosing any reasons the transaction might not be in the best interest of BSACAP, or

- c. Voted for or actively participated in a decision to transact business with a business or enterprise in which he/she has a substantial interest, or
- d. Otherwise failed to perform his/her duties honestly, in good faith and with reasonable care, interest and attention.

ARTICLE IV

Meetings

Section 1. Regular Meeting. The annual meeting of the Board of Directors shall be the fourth (4th) Tuesday of January of each year. Regular meetings shall be held on the fourth (4th) Tuesday of January, March, May, July, September, and November.

Section 2. Special Meetings. Special meetings may be called by the Chairman of the Board or upon request of any ten (10) members of the Board pursuant to the notice requirements of this Article.

Section 3. Time and Place of Meeting. All meetings of the Board of Directors shall be held at the May Lodge in Floyd County, Kentucky, or at other locations selected by the Board at the annual meeting.

Section 4. Notice. Written notice stating the place, date and time of each meeting shall be provided to each Board member via first-class mail at least five (5) days prior to such meetings. Such notice in the case of all meetings shall include the agenda of that meeting.

Section 5. Quorum and Voting Policies. The presence of one-third of the non-vacant seats of the Board of Directors of this corporation at any meeting thereof shall constitute a quorum of that body. The act of the majority of the Directors at any meeting at which a quorum is present shall be an act of the Board. Each member of the Board or his/her alternate shall be entitled to one (1) vote.

Section 6. Open Meetings. All regular and special meetings shall be open to the general public except those meetings which intend to address sensitive personnel actions or pending litigation. Such meetings may be held in closed session upon a majority vote of a simple quorum of the Board. The minutes of this meeting are not public.

Section 7. Parliamentary Procedure. The parliamentary procedures of all meetings of this corporation shall be conducted in accordance with Robert's Rules of Order, Newly Revised.

Section 8. Meeting Rules. No meeting of the Board, be it regularly scheduled or special called, may address the issues of (1) removal of a member of the Board for cause; (2) the election of Officer(s) of the Board; (3) the amendment or revision of these Bylaws; or (4) the

hiring or firing of the Executive Director of this corporation unless such items appear on an agenda and mailed as required in Article IV, Section 4.

Section 9. Minutes. The Board shall keep for each meeting written minutes which include a record of all motions. Minutes of the previous meeting shall be provided to all members before the next meeting, and shall be made available to the public upon request.

ARTICLE V Officers of the Corporation

Section 1. Officers. All Officers of this corporation shall be duly selected members of the Board and shall be:

- a. Chairman of the Board: The Chairman shall: (1) be the chief volunteer Officer of the corporation, subject to the direction and control of the Board; (2) preside at meetings of the Board; and (3) perform such other duties and have such other powers as the Board may determine from time to time.
- b. Vice-Chairman: In the absence of the Chair or in the event of the Chair's inability or refusal to act, the Vice Chair shall perform the duties of the Chair, and when so acting shall have all the powers or and be subject to all the restrictions upon the Chair. The Vice Chair shall also perform such other duties and have such other powers as the Board may determine from time to time.
- c. Secretary: The Secretary shall be an employee of BSACAP as appointed annually by the Executive Director. The Secretary shall record (or see to the recording of) and maintain records of all proceedings of the Board, including the attendance of Directors at meetings, in a book or books kept for that purpose, which shall be kept at the principal office of the corporation and which shall be open at reasonable times to the inspection of any Director. Such book or books shall also contain the corporation's articles of incorporation and bylaws (as well as any amendments thereto) and the names of all Directors and the addresses of each. If the Secretary is absent from any meeting of the Board, the Assistant Secretary, if one is appointed, or, if there is no Assistant Secretary, a temporary Secretary chosen at the meeting, shall exercise the duties of the Secretary at the meeting.
- d. Treasurer: The Treasurer shall: (1) oversee the corporation's financial management practices, subject to the direction and control of the Board; (2) ensure that the Directors understand the financial situation of the corporation (including ensuring that financial statements for each month are available for each meeting of the Board and are kept on file at the corporation's principal office); and (3) perform such other duties and have such other powers as the Board may determine from time to time.

Section 2. Election of Officers. All Officers of this corporation shall be elected at the annual meeting each year.

Section 3. Term of Office. Each Officer shall serve for a period of one (1) year and may succeed himself in office upon a proper act of the Board. Each Officer shall serve until a successor is elected to serve in his/her place as long as he/she is still an active member of the Board.

Section 4. Resignation. An Officer may resign by delivering his/her written resignation to the Board Chair, to a meeting of the Directors or the corporation at its principal office. Such resignation shall be effective upon receipt unless specified to be effective at some other time.

Section 5. Removal.

a. GROUND FOR REMOVAL

1. Incapacity. The Board may remove an Officer, if in the opinion of the Board, the Officer is incapacitated or otherwise unable to carry out the duties of his/her office.
2. Cause. The Board may remove an Officer for cause for one or more of the following reasons: conduct the Board deems contrary to the best interests of the corporation; violations of the corporation's articles of incorporation, bylaws, conflict of interest policy, Board resolutions or other policies; absence from three (3) or more consecutive Board meetings; repeated disruptions of Board and/or committee meetings; or false statements on documents completed in connection with service as a Director or Officer of the corporation.

b. REMOVAL PROCEDURES

1. The Board shall provide all Officers, including the Officer proposed to be removed, with at least five (5) days' notice of the meeting at which the removal is to be considered. The notice must specify that a purpose of the meeting is to consider removal of the Officer. The Officer proposed to be removed shall be entitled to an opportunity to be heard at that meeting. A vote of two-thirds of the Directors present at the meeting is required to remove the Officer.

Section 6. Vacancies. The Board shall fill promptly vacancies in the Officer positions either at a regular meeting or at a special meeting called for that purpose. Each successor shall hold office for the unexpired term of his/her predecessor until the successor sooner dies, resigns, is removed or becomes disqualified.

ARTICLE VI

Committees of the Board

Section 1. Executive Committee: The Executive Committee shall be composed of the Chairman, Vice-Chairman, Treasurer and three (3) at large members. The Committee shall transact routine and ordinary Board business between meetings of the full Board and shall be elected by the Board of Directors at the annual meeting each year. The Executive Committee has the power to act on behalf of the Board between meetings and report to the full Board on its actions at the next regular scheduled meeting.

Section 2. Nominating Committee: The Nominating Committee, appointed by the Chairman at the November meeting, shall present a slate of candidates for the offices of the Board. The Committee shall also present a slate of candidates for all other committees of the Board at the same time.

Section 3. Personnel and Finance Committee: The Personnel and Finance Committee shall review personnel and financial matters related to BSACAP activities, assist the full Board in fulfilling its oversight responsibilities, and make recommendations to the BSACAP Board of Directors. This Committee shall also serve as the grievance committee as outlined in the BSACAP Personnel Policies and Procedures. The Treasurer shall automatically have a seat on the Committee.

Section 4. Planning and Review Committee: The Planning and Review Committee shall: (1) oversee implementation of BSACAP's community needs assessment and strategic planning processes approved by the Board and conduct periodic reviews to determine what degree BSACAP is addressing the needs and goals identified through these processes; (2) track the progress of BSACAP's programs in meeting identified goals and objectives; (3) oversee BSACAP's processes for outcome reporting for its programs; (4) review monitoring reports, evaluations, and other feedback on BSACAP's programs provided by funding sources and other interested parties; (5) work with BSACAP's staff and full Board to ensure that monitoring findings are addressed in a timely way; (6) oversee the regular evaluation of BSACAP's programs by the Board and staff; and (7) regularly report to the full Board on these matters. The Committee shall perform other duties as assigned by the Chairman of the Board.

Section 5. Personnel Policies and Procedures/Bylaws Committee: The Personnel Policies and Procedure/Bylaws Committee shall review the Personnel Policies and Procedures Manual and the Bylaws and make recommendations to the BSACAP Board of Directors. The Committee shall also make recommendations on any amendments to the Board of Directors.

Section 6. Governance Committee: The Governance Committee shall: (1) oversee Board member recruitment (including administering the low-income Board member democratic selection process, recommending candidates for public and private sector Board seats, and ensuring the Board fills vacancies promptly) orientation, and training; (2) coordinate the Board's periodic evaluation process of itself and the corporation's governance structure,

policies and procedures; and (3) coordinate periodic review of BSACAP's structure, policies and procedures. The Committee shall perform other duties as assigned by the Chairman of the Board.

Section 7. Special Committees: The Chairman of the Board may appoint special committees from time to time depending upon the needs of BSACAP and the Board. Such committees may have policymaking or advisory functions and shall serve as long as their need exists.

Section 8. Appointment of Committees: The Nominating Committee of the Board, unless otherwise determined by the Board, shall nominate all committee members subject to approval of the Board. The Nominating Committee shall present this list of nominees for all committees, except the Nominating Committee and the Executive Committee, at the annual meeting each year.

Section 9. Membership: All standing and special committees shall fairly reflect the composition of the full Board. At least one-third of each committee membership shall be representatives of the low-income sector and comprise one member from each county.

Section 10. Ratification: Each committee shall keep a record of its actions and proceedings and shall make a report of those actions and proceedings when requested by the Board.

Section 11. Quorum and Act: A simple majority of the non-vacant seats of any committee shall constitute a quorum of that committee. Any act of the majority of a committee at which a quorum is present shall constitute an act of that committee.

Section 12. Notice: Each member of any committee must be notified in writing of the time, date, and location of such meetings at least five (5) days before the committee shall meet. The requirements of notice may be waived, however, upon written agreement of all members of the committee which is meeting. Chairpersons of each committee shall be selected at the first meeting of the committee each year.

Section 13. Vacancies: Any vacancies on any committees shall be filled by the Executive Committee.

ARTICLE VI

Miscellaneous

Section 1. Fiscal Year: As a recipient of multiple federal and state grants. BSACAP shall have beginning and ending fiscal years that are program specific and defined by each individual grant's administrative policies and guidelines.

Section 2. Execution of Instruments: Except as the Board may generally or in particular cases authorize the execution thereof in some other manner, all deeds, leases, transfers, contracts, bonds, notes, checks, drafts, and other obligations made, accepted and endorsed by BSACAP

shall be signed by the Executive Director and checks drawn on any account of BSACAP shall be signed by either the Treasurer or the executive Director (each an Authorized Check Signatory) and, if in excess of any amount determined by the Board from time to time, countersigned by another Authorized Check Signatory. Unless authorization by the Board, no Officer, employee or agent shall have any power or authority to bind BSACAP by any contract or agreement, or to pledge its credit, or to render it liable for any purpose or for any amount.

Section 3. Bonding: The Board shall require all Officers of BSACAP charged with handling of funds, and may require any other Officer, Director, employee or agent, to be bonded for performance of their duties in such amount and such company registered in the Commonwealth of Kentucky as shall be satisfactory to the Board.

Section 4. Indemnification: Unless otherwise prohibited by law, BSACAP shall indemnify any Director or Officer, and may by resolution of the Board indemnify any employee, against any and all expenses and liabilities incurred by him/her in connection with any claim, action, suit, or proceeding to which he/she is made a party by reason for being a Director, Officer, or employee. However, there shall be no indemnification in relation to matters as to which he/she shall be adjudged to be guilty of a criminal offense or liable to BSACAP for damages arising out of his/her own gross negligence in the performance of a duty to BSACAP.

Amounts paid in indemnification of expenses and liabilities may include, but shall not be limited to, counsel fees and other fees; costs and disbursements; and judgments, fines, and penalties against, and amounts paid in settlement by, such Director, Officer, or employee. BSACAP may advance expenses or, where appropriate, may itself undertake the defense of any Director, Officer, or employee. However, such Director, Officer, or employee shall repay such expenses if it should be ultimately determined that he/she is not entitled to indemnification under this Article.

ARTICLE VII

Amending the Bylaws

Section 5. Amending the Bylaws: These Bylaws may be amended, altered or revised at any time by the BSACAP Board of Directors at a meeting in which a quorum is present by a two-thirds vote of the members present. The amendment, alteration or revision of these Bylaws shall be subject to the notice and agenda requirements of Article IV, Section 4 and Section 8. All amendments, alterations or revisions of these Bylaws shall be promptly transmitted to funding sources if required.

Program/Services: Adult Education Program

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
Individuals need high school diplomas or equivalency diplomas.	Identify the timeframe, Identify the # of clients served or the # of units offered.	Individuals obtain a high school diploma and/or equivalency diploma.			OutPUT Measurement Tool: OutCOME Measurement Tool:	Who does it? What is the process? Where is data stored?	Frequency of data collection: Frequency of reporting:

Targeting Success Rate:

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

Proxy Outcome:

Program/Services: Adult Employment 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
(1) Planning Unemployed individuals need employment.	(2) Intervention Identify the timeframe, Identify the # of clients served or the # of units offered.	(3) Intervention Unemployed individuals obtain employment	(4) Intervention Projected # and % of clients who <u>will</u> achieve each outcome. or Projected # and % of units <u>expected</u> to be achieved	(5) Impact Actual # and % of clients who <u>achieve</u> each outcome. or Actual # and % of units <u>achieved</u> .	(6) Accountability OutPUT Measurement Tool:	(7) Accountability Who does it? What is the process? Where is data stored?	(8) Accountability Frequency of data collection: Frequency of reporting:

Targeting Success Rate:

Mission: To ensure that unemployed individuals obtain employment.

Proxy Outcome:

Program/Services: Head Start 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>Children ages 0 to 5 need to be school ready.</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>Children ages 0 to 5 are school ready.</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>OutPUT Measurement Tool:</p> <p>OutCOME Measurement Tool:</p>	<p>(7) Accountability</p> <p>Who does it? What is the process? Where is data stored?</p>	<p>(8) Accountability</p> <p>Frequency of data collection: Frequency of reporting:</p>

Targeting Success Rate:

Mission: To ensure that children ages 0 to 5 are school ready.

Proxy Outcome:

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
(1) Planning Families need nutrition skills.	(2) Intervention Identify the timeframe, Identify the # of clients served or the # of units offered.	(3) Intervention Families obtain nutrition skills.	(4) Intervention <u>Projected # and % of clients who will achieve each outcome.</u> or <u>Projected # and % of units expected to be achieved.</u>	(5) Impact <u>Actual # and % of clients who achieve each outcome.</u> or <u>Actual # and % of units achieved.</u>	(6) Accountability OutPUT Measurement Tool: OutCOME Measurement Tool:	(7) Accountability Who does it? What is the process? Where is data stored?	(8) Accountability Frequency of data collection: Frequency of reporting:
Targeting Success Rate:				Proxy Outcome:			

Mission: To ensure that families obtain nutrition skills.

Program/Services: Housing 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
(1) Planning Homeless individuals /families needs safe housing.	(2) Intervention Identify the timeframe, Identify the # of clients served or the # of units offered.	(3) Intervention Homeless individuals/families obtain safe housing.	(4) Intervention Projected # and % of clients who will achieve each outcome. or Projected # and % of units expected to be achieved	(5) Impact Actual # and % of clients who achieve each outcome. or Actual # and % of units achieved.	(6) Accountability OutPUT Measurement Tool: OutCOME Measurement Tool:	(7) Accountability Who does it? What is the process? Where is data stored?	(8) Accountability Frequency of data collection: Frequency of reporting:

Targeting Success Rate:

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

Proxy Outcome:

Module 4, Section A: Individual and Family National Performance Indicators (NPIs) - Data Entry Form

Goal 1: Individual and Families with low incomes are stable and achieve economic security.

Employment Indicators

Name of CSBG Eligible Entity Reporting:

Big Sandy Area Community Action Program

Employment	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I-IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
1a The number of unemployed youth who obtained employment to gain skills or income.		80		#DIV/0!	0%
1b The number of unemployed adults who obtained employment (up to a living wage).		125		#DIV/0!	0%
1c The number of unemployed adults who obtained and maintained employment for at least 90 days (up to a living wage).		115		#DIV/0!	0%
1d The number of unemployed adults who obtained and maintained employment for at least 180 days (up to a living wage).		85		#DIV/0!	0%
1e The number of unemployed adults who obtained employment (with a living wage or higher).		80		#DIV/0!	0%
1f The number of unemployed adults who obtained and maintained employment for at least 90 days (with a living wage or higher).		80		#DIV/0!	0%
1g The number of unemployed adults who obtained and maintained employment for at least 180 days (with a living wage or higher).		75		#DIV/0!	0%
Employment	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I-IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
1h The number of employed participants in a career-advancement related program who entered or transitioned into a position that provided increased income and/or benefits.	Auto-counted from 1h(1), 1h(2) and 1h(3)	Auto-counted from 1h(1), 1h(2) and 1h(3)	Auto-counted from 1h(1), 1h(2) and 1h(3)	#VALUE!	#VALUE!
1h(1) Of the above, the number of employed participants who increased income from employment through wage or salary amount increase .		30		#DIV/0!	0%
1h(2) Of the above, the number of employed participants who increased income from employment through hours worked increase .		35		#DIV/0!	0%
1h(3) Of the above, the number of employed participants who increased benefits related to employment.		20		#DIV/0!	0%

Other Employment Outcome Indicator	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [(III/I-IV) (%)	V.) Performance Target Accuracy [(III/II=V) (%)
1z.1 The number of individuals				#DIV/0!	#DIV/0!

Module 4, Section A: Individual and Family National Performance Indicators (NPIs) - Data Entry Form

Goal 1: Individual and Families with low incomes are stable and achieve economic security.

Education and Cognitive Development Indicators

Name of CSBG Eligible Entity Reporting:

Big Sandy Area Community Action Program

Education and Cognitive Development	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I=IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
2a The number of children (0-5) who demonstrated improved emergent literacy skills.		1225		#DIV/0!	0%
2b The number of children (0-5) who demonstrated skills for school readiness.		1225		#DIV/0!	0%
2c The number of children and youth who demonstrated improved positive approaches toward learning, including improved attention skills.	Auto-counted from 2c(1), 2c(2) and 2c(3)	Auto-counted from 2c(1), 2c(2) and 2c(3)	Auto-counted from 2c(1), 2c(2) and 2c(3)	#DIV/0!	#VALUE!
2c(1) Early Childhood Education (ages 0-5)		1225		#DIV/0!	0%
2c(2) 1st grade - 8th grade		N/A		#DIV/0!	#VALUE!
2c(3) 9th grade - 12 grade		N/A		#DIV/0!	#VALUE!
2d The number of children and youth who are achieving at basic grade level (academic, social, and other school success skills).	Auto-counted from 2d(1), 2d(2) and 2d(3)	Auto-counted from 2d(1), 2d(2) and 2d(3)	Auto-counted from 2d(1), 2d(2) and 2d(3)	#DIV/0!	#VALUE!
2d(1) Early Childhood Education (ages 0-5)		1225		#DIV/0!	0%
2d(2) 1st grade - 8th grade		N/A		#DIV/0!	#VALUE!
2d(3) 9th grade - 12 grade		N/A		#DIV/0!	#VALUE!
2e The number of parents/caregivers who improved their home environments.		50		#DIV/0!	0%
2f The number of adults who demonstrated improved basic education.		70		#DIV/0!	0%
2g The number of individuals who obtained a high school diploma and/or obtained an equivalency certificate or diploma.		20		#DIV/0!	0%
2h The number of individuals who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills.		55		#DIV/0!	0%
2i The number of individuals who obtained an Associate's degree.		10		#DIV/0!	0%
2j The number of individuals who obtained a Bachelor's degree.		1		#DIV/0!	0%
Other Education and Cognitive Development Outcome Indicator	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I=IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
2z.1 The number of individuals _____.		N/A			

Module 4, Section A: Individual and Family National Performance Indicators (NPIs) - Data Entry Form
Goal 1: Individual and Families with low incomes are stable and achieve economic security.
Income and Asset Building Indicators

Name of CSBG Eligible Entity Reporting:

Big Sandy Area Community Action Program

Income and Asset Building	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I=IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
3a The number of individuals who achieved and maintained capacity to meet basic needs for 90 days .		10		#DIV/0!	0%
3b The number of individuals who achieved and maintained capacity to meet basic needs for 180 days .		5		#DIV/0!	0%
3c The number of individuals who opened a savings account or IDA .		N/A		#DIV/0!	#VALUE!
3d The number of individuals who increased their savings .		N/A		#DIV/0!	#VALUE!
3e The number of individuals who used their savings to purchase an asset .		N/A		#DIV/0!	#VALUE!
3f The number of individuals who purchased a home .		N/A		#DIV/0!	#DIV/0!
3g The number of individuals who improved their credit scores .		N/A		#DIV/0!	#VALUE!
3h The number of individuals who increased their net worth .		N/A		#DIV/0!	#VALUE!
3i The number of individuals engaged with the Community Action Agency who report improved financial well-being .		25		#DIV/0!	0%
Other Income and Asset Building Outcome Indicator	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I=IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
3z.1 The number of individuals for whom cash assistance alleviated the impact of Covid-19. (CARES Funding ONLY)		N/A		#DIV/0!	#VALUE!

Module 4, Section A: Individual and Family National Performance Indicators (NPIs) - Data Entry Form
Goal 1: Individual and Families with low incomes are stable and achieve economic security.
Housing Indicators

Name of CSBG Eligible Entity Reporting:

Big Sandy Area Community Action Program

Housing	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I=IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
4a The number of individuals experiencing homelessness who obtained safe temporary shelter .		50		#DIV/0!	0%
4b The number of individuals who obtained safe and affordable housing .		150		#DIV/0!	0%
4c The number of individuals who maintained safe and affordable housing for 90 days .		80		#DIV/0!	0%
4d The number of individuals who maintained safe and affordable housing for 180 days .		75		#DIV/0!	0%
4e The number of individuals who avoided eviction .		75		#DIV/0!	0%
4f The number of individuals who avoided foreclosure .		N/A		#DIV/0!	#VALUE!
4g The number of individuals who experienced improved health and safety due to improvements within their home (e.g. reduction or elimination of lead, radon, carbon monoxide and/or fire hazards or electrical issues, etc.).		30		#DIV/0!	0%
4h The number of individuals with improved energy efficiency and/or energy burden reduction in their homes.		30		#DIV/0!	0%
Other Housing Outcome Indicator	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I=IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
4z.1 The number of individuals with improved living conditions due to improvements within their home (issues affecting the structure, access, handicap accessibility, sanitary conditions, space and security, etc.)		N/A		#DIV/0!	#VALUE!

Module 4, Section A: Individual and Family National Performance Indicators (NPIs) - Data Entry Form
Goal 1: Individual and Families with low incomes are stable and achieve economic security.
Health and Social/Behavioral Development Indicators

Name of CSBG Eligible Entity Reporting:

Big Sandy Area Community Action Program

Health and Social/Behavioral Development	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I=IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
5a The number of individuals who demonstrated increased nutrition skills (e.g. cooking, shopping, and growing food).		75		#DIV/0!	0%
5b The number of individuals who demonstrated improved physical health and well-being.		N/A		#DIV/0!	#VALUE!
5c The number of individuals who demonstrated improved mental and behavioral health and well-being .		N/A		#DIV/0!	#VALUE!
5d The number of individuals who improved skills related to the adult role of parents/ caregivers.		55		#DIV/0!	0%
5e The number of parents/caregivers who demonstrated increased sensitivity and responsiveness in their interactions with their children.		N/A		#DIV/0!	#VALUE!
5f The number of seniors (65+) who maintained an independent living situation.		20		#DIV/0!	0%
5g The number of individuals with disabilities who maintained an independent living situation.		5		#DIV/0!	0%
5h The number of individuals with a chronic illness who maintained an independent living situation.		10		#DIV/0!	0%
5i The number of individuals with no recidivating event for six months.	Auto-counted from 5i(1) and 5i(2)	Auto-counted from 5i(1) and 5i(2)	Auto-counted from 5i(1) and 5i(2)		
5i(1) Youth (ages 14-17)		N/A		#DIV/0!	#VALUE!
5i(2) Adults (ages 18+)		N/A		#DIV/0!	#VALUE!
Other Health and Social/Behavioral Development Outcome Indicator	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I=IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
5z.1 The number of individuals		N/A		#DIV/0!	#VALUE!

Module 4, Section A: Individual and Family National Performance Indicators (NPIs) - Data Entry Form
Goal 1: Individual and Families with low incomes are stable and achieve economic security.
Civic Engagement and Community Involvement Indicators

Name of CSBG Eligible Entity Reporting:

Big Sandy Area Community Action Program

Civic Engagement and Community Involvement	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome (III/I=IV) (%)	V.) Performance Target Accuracy (III/II=V) (%)
6a The number of Community Action program participants who increased skills, knowledge, and abilities to enable them to work with Community Action to improve conditions in the community.	Auto-counted from 6a(1), 6a(2) and 6a(3)	Auto-counted from 6a(1), 6a(2) and 6a(3)	Auto-counted from 6a(1), 6a(2) and 6a(3)	#VALUE!	#VALUE!
6a(1) Of the above, the number of Community Action program participants who improved their leadership skills.		125		#DIV/0!	0%
6a(2) Of the above, the number of Community Action program participants who improved their social networks.		N/A		#DIV/0!	#VALUE!
6a(3) Of the above, the number of Community Action program participants who gained other skills, knowledge and abilities to enhance their ability to engage.		105		#DIV/0!	0%
Other Civic Engagement and Community Involvement Outcome Indicator	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome (III/I=IV) (%)	V.) Performance Target Accuracy (III/II=V) (%)
6z.1 The number of individuals		N/A		#DIV/0!	#VALUE!

Module 4, Section A: Individual and Family National Performance Indicators (NPIs) - Data Entry Form

Goal 1: Individual and Families with low incomes are stable and achieve economic security.

Outcomes Across Multiple Domains

Name of CSBG Eligible Entity Reporting:

Big Sandy Area Community Action Program

Outcomes Achieved Across One or More Multiple Domains	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I=IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
7a The number of individuals who achieved one or more outcomes in the identified National Performance Indicators in one or more domains.		2800		#DIV/0!	0%
Other Outcome Indicator	I.) Number of Individuals Served in program(s) (#)	II.) Target (#)	III.) Actual Results (#)	IV.) Percentage Achieving Outcome [III/I=IV] (%)	V.) Performance Target Accuracy [III/II=V] (%)
7z.1 The number of individuals _____.		N/A		#DIV/0!	#VALUE!