

**Department of  
Housing &  
Community  
Development**

**Community  
Action Plan  
for the  
Fiscal Years  
2006-2007-2008**



**Action, Inc.**

*Because local solutions matter in the fight against poverty*

**Submitted by: Action, Inc., Gloucester, MA  
August 16, 2005**

Tone Kenney, Board Chairperson  
William C. Rochford, Executive Director  
Chanda Millett Shin, Planning Director

**ACTION PLAN**  
**2006-2008**

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## Executive Summary

Action, Inc. helps people access the basic ingredients that are necessary to overcome poverty. For four decades Action, Inc., Cape Ann's first and only designated anti-poverty agency, has lived up to its name by taking Action to improve lives and help people to become economically secure, live with dignity and move up the ladder of economic opportunity. The region's largest and most comprehensive social service provider, Action offers job-training and education, fuel assistance, energy conservation, elder care, housing, emergency shelter, and legal aid to more than 3,300 low-income households (5,500 individuals) throughout Cape Ann and Ipswich each year.

People having trouble meeting household expenses, seniors in need of support, unemployed and underemployed individuals in need of training, those seeking referrals for counseling and mental health services, and troubled youth and families turn to Action, and Action always finds a way to help. According to the editor of the Gloucester Daily Times, "*Action is at the hub of Gloucester's social service network, and we're so fortunate to have it here. Action speaks for those who have no voice.*"

While providing essential services, Action has also served as Cape Ann's incubator for visionary social programs and has launched an incredibly broad range of programs and services to respond to challenging social issues. Action was awarded two national demonstration projects in the last three years alone. Action created many of the programs that exist on Cape Ann today, such as the first elder services, HeadStart, and the food pantry. Action does all this with a remarkably low administrative rate: 96% of all funds go directly to program services, with only 4% going to administration and fundraising.

This document summarizes the results of twelve month planning process to define, reaffirm, and redirect the programs of Action, Inc. The planning process involved many hours of effort by staff, board and constituents. It is believed that the programs reflect the needs and desires of the community and are consistent with the mission of Action and of the ability of Action to manage, deliver, and fund each program element.

The reader is taken successively through the process followed by the planning participants. First, the **Vision** and **Mission** of Action is stated at Tab 2. The **Community Profiles** of each of the towns on Cape Ann are described at Tab 3. Next, the approach and results of the effort to determine **Community Needs** are described at Tab 4. The agency internal needs assessment is described at Tab 5. How the agency works is described at Tab 6, the **Service Delivery System**. Tab 7 is the core of the plan, the **Three Year Goals and Strategy Development** for each agency program area as well as new initiatives to be undertaken in the next three years. This section includes funding strategy and evaluation for each priority. Tab 8 identifies the **National Goals and Performance Indicators** that the agency will track and evaluate for each program. At Tab 9, the **Linkages** of the program elements to the existing community efforts are described. Tab 10, is the **funding strategy** for achieving the goals. The Appendix includes the complete community needs assessment results and the survey instruments.

## **2. Mission and Vision Statement**

## **Action, Inc.**

### **Mission Statement**

**Action's Mission** is to improve the quality of life for low-income members of our community by minimizing the effects of poverty, promoting economic security and advocating for social change.

Founded in 1965 under the Office of Economic Opportunity, today Action continues to:

- Establish access to opportunities through advocacy, a wide range of services and education and training opportunities to assist people in the process of self-help;
- Mobilize resources, public and private, in order to reduce poverty; and
- Develop and administer programs with the maximum feasible participation of the people served.

Action's approach is comprehensive, addressing all aspects of a person's well being. Services are coordinated with colleague agencies to avoid duplication and enhance benefits and delivered with respect to promote self-esteem, empowerment and confidence.

## **Action, Inc.**

### **Vision Statement**

As long as poverty exists on Cape Ann and Ipswich, Action will provide local solutions for individuals and families to enable them to become economically independent and self-sufficient. In 2006-2008 Action, Inc. will continue to develop programs that eliminate barriers to economic security, and provide emergency services and support to vulnerable populations. We will work towards creative, innovative solutions to the causes of poverty, refine the delivery of services and improve the self-sustainability of the agency.

By 2008 Action, Inc. aims to:

- Expand employment, training and education opportunities to those most in need by improving Action's capacity to plan, implement and participate in community and workforce development strategies.
- Develop and deliver comprehensive services to families, senior citizens, youth and low income residents that both meet the needs of emergency situations as well as take a holistic approach to family needs through supportive services.
- Continue to prevent homelessness through advocacy. Help maintain existing affordable housing through weatherization, conservation, rehab, emergency services and support for vulnerable populations living independently. Action will maintain 35 affordable rental units and will pursue funding to preserve additional affordable rentals.
- Influence public policy through active participation in policy groups and improved communications
- Continue to cultivate funding sources through linkages with the business sector, private foundations and local and regional government. Build corporate and greater non-federal support to improve the sustainability of the agency.
- Maximize the use of volunteers in meaningful efforts to assist the low income community and to assist in the delivery of Action services.

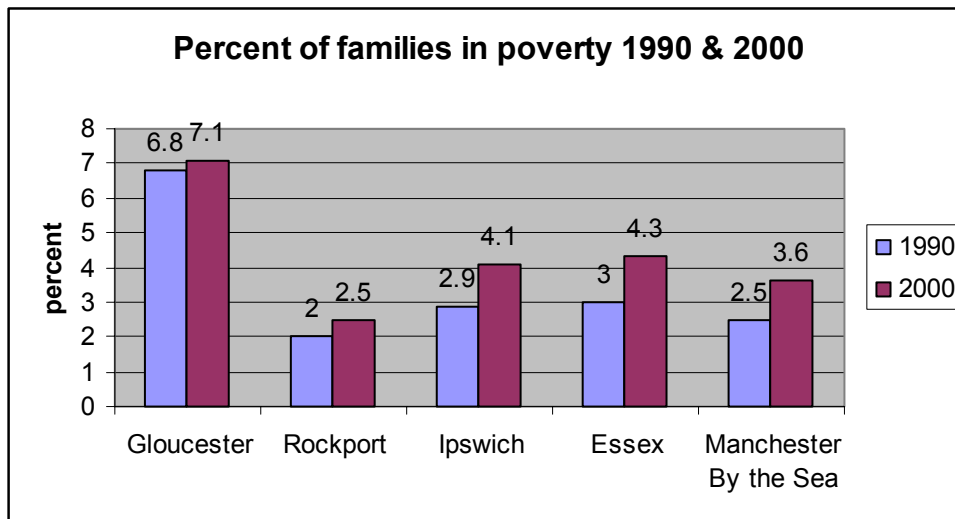
### **3. Community Profile**

### 3.0 Community Profile

Action, Inc. serves a five-community area encompassing the City of Gloucester and the Towns of Essex, Ipswich, Manchester-by-the-Sea, and Rockport. Important and relevant parameters extracted from statistical demographic and socio-economic profiles of these towns appear in the following charts. Data sources include the 2000 Federal Census and other sources, as indicated.

#### 3.1 Poverty

With the welfare reform of the 1990s, public assistance to Cape Ann residents dramatically decreased. According to the Department of Transitional Assistance, there were only 207 TAFDC cases in Action's service area in 2000. There were 90 current EAEDC cases and an additional 419 households receiving only food stamps.<sup>1</sup> Twenty percent of Gloucester students received free or reduced-price school lunches, while 10% or less of the students in the other towns received subsidized school lunches.<sup>2</sup> However, in spite of reduced welfare caseload numbers, lower unemployment rates, and an overall increase in median household incomes and home values -- family poverty persisted in 2000, and continues today.



The number of families in poverty in Ipswich and Manchester was higher in 2000 than it was in 1970. In fact, in each of the five communities, family poverty increased significantly between 1990 and 2000.

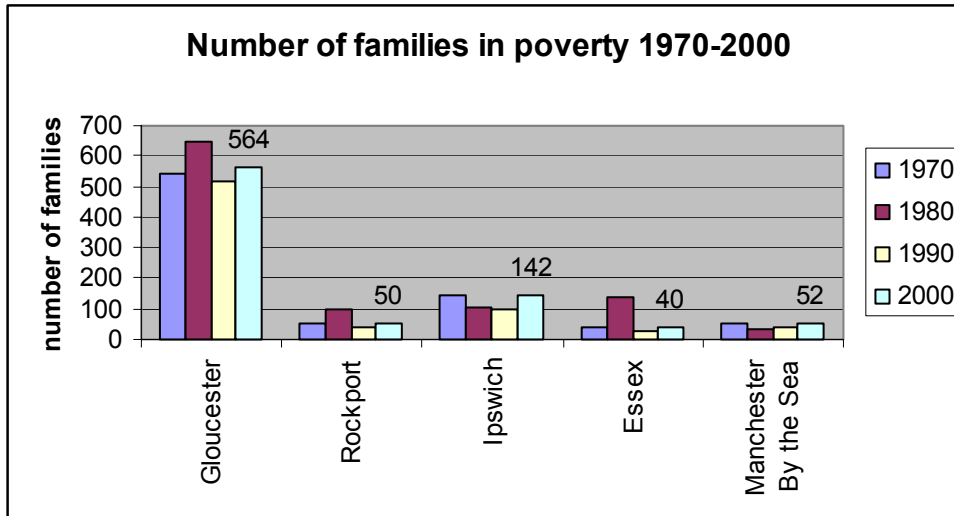
In 2000, the Census Bureau defined poverty level income to be \$8,794 for an individual, \$11,239 for two persons, \$13,738 for three persons, and \$17,603 for four persons. Based upon that criteria, 848 families in the Cape Ann area, 5% of the total families, lived

<sup>1</sup> DTA May 2002

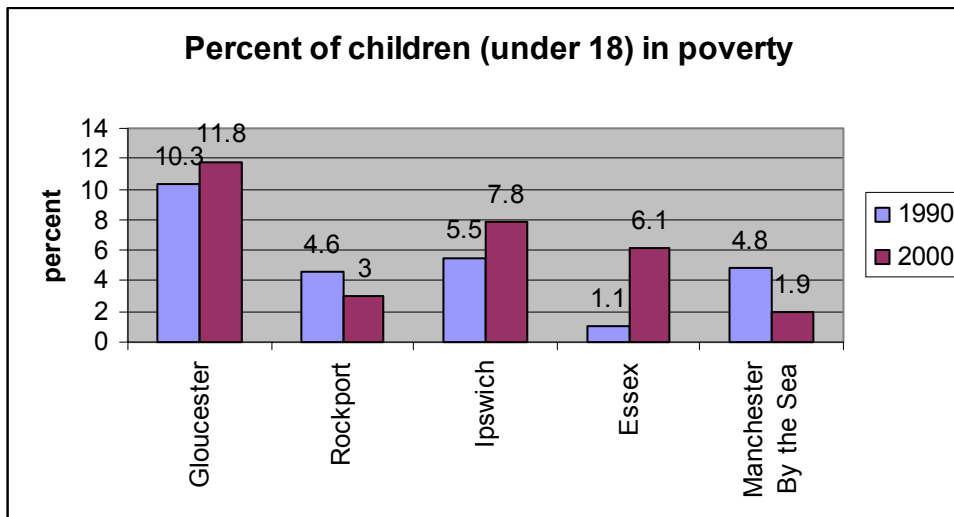
<sup>2</sup> Project Bread May, 2002

### 3.1 Poverty (continued)

below the poverty threshold. The Gloucester family poverty rate of 6.7% was slightly higher than the state average.

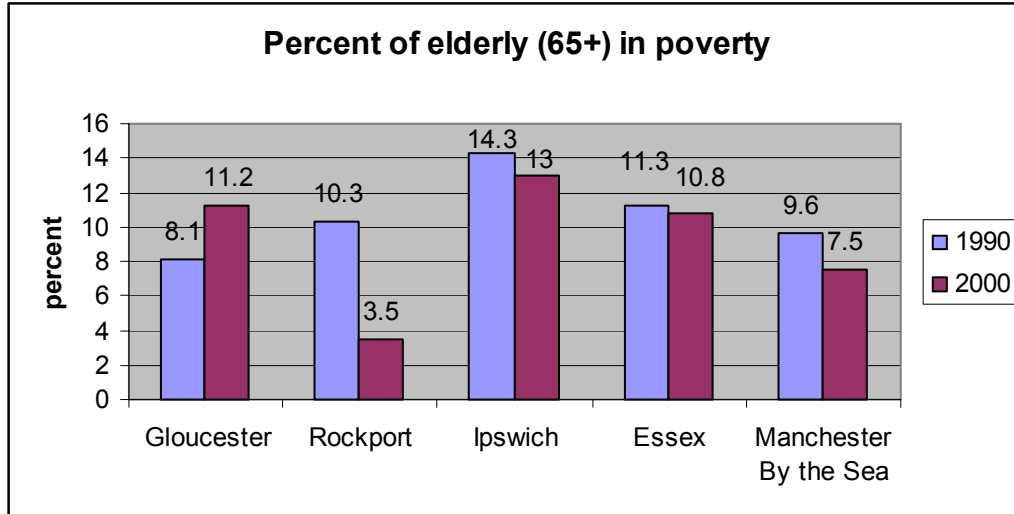


Children and the elderly represent a significant portion of the poverty population. More than ten percent of all Gloucester children lived in poverty in 2000. While the child poverty rate increased in Gloucester, Ipswich and Essex, it decreased in Rockport and Manchester during the same ten-year period.



### 3.1 Poverty (continued)

More than 10% of Gloucester, Ipswich and Essex elderly lived in poverty, according to the 2000 Federal Census. Between 1990 and 2000, the elderly poverty rate decreased in four towns, leaving the City of Gloucester as the exception in the trend.



Census

### 3.2 Population, age, ethnicity

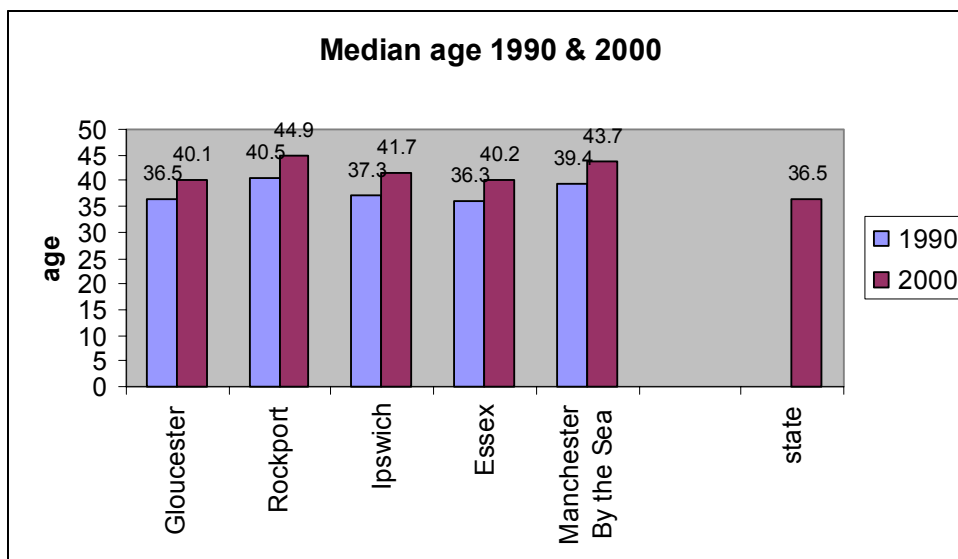
In 2000, the total population of Cape Ann and Ipswich totaled 59,522 persons and showed less than a 5% increase from 1990. Population forecasts for 2010 actually show a population loss on Cape Ann of 2% to a projected total of 58,339.

	Gloucester	Ipswich	Rockport	Manchester By the Sea	Essex
1990	28,716	11,873	7,482	5,268	3,260
2000	30,273	12,987	7,767	5,228	3,267
2010	29,713	12,869	7,963	4,656	3,138

Census, MAPC Community Populations Forecasts

The average age of the population on Cape Ann continues to increase. The median age in Gloucester rose from 31.8 years in 1970 to 36.5 in 1990, and rose again in 2000 to 40.1 years. The Massachusetts median age during the same period was lower, at 36.5 years.

In a 1997 hospital feasibility study, Steve Tringale reported that Cape Ann has the third highest percentage of population older than 65 in the state, 20%. The percentage of residents in the 45-65 age range was approximately 10% above Massachusetts average.



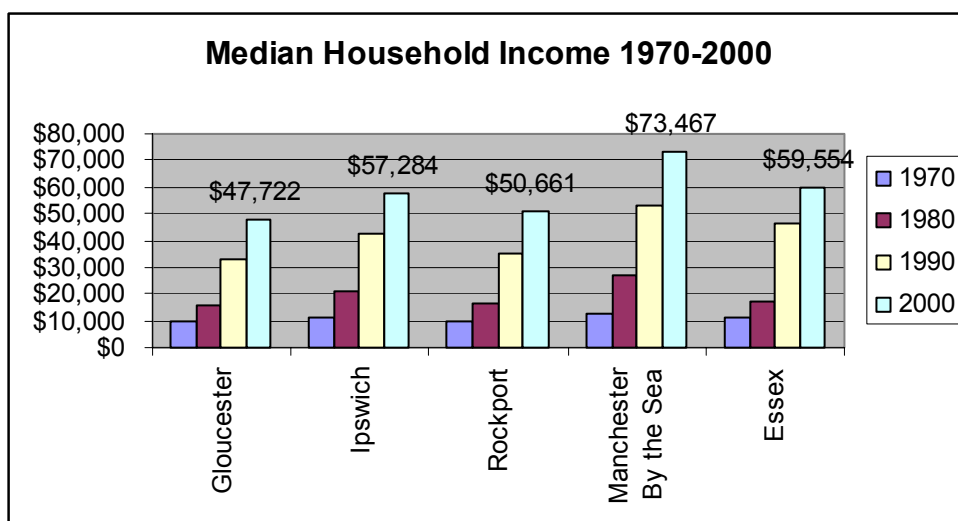
U.S. Census

While the ethnicity of Cape Ann residents was approximately 98% Caucasian, according to the 2000 census, data showed that the Hispanic/Latino population increased by 76% during the ten-year period. The census does not track Brazilians who represent a significant new immigrant community on Cape Ann. Nor does it track the homeless population, a mobile community served by Action Inc.

### 3.3 Income, employment, education

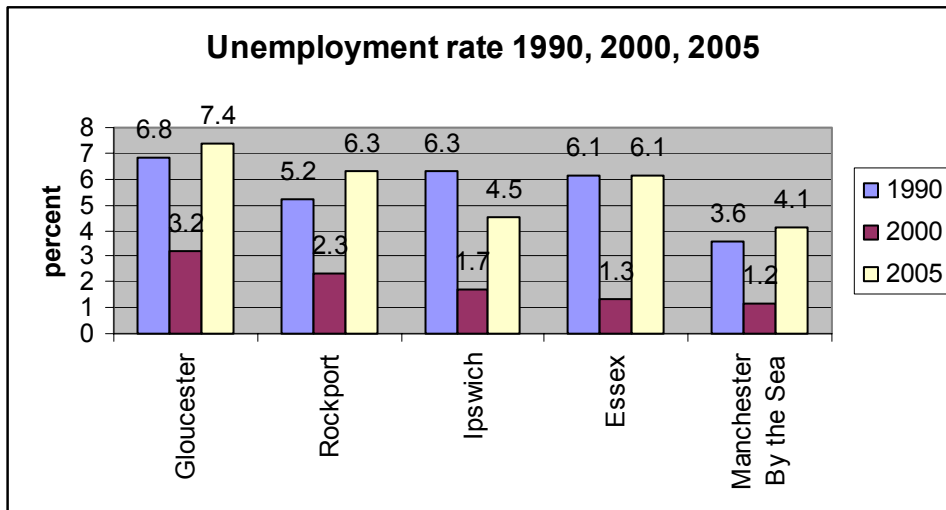
The median household income continued to rise steadily, with only Gloucester below the state median household income of \$50,502.

According to HUD standards, 42% of the population of Gloucester is “low-income”, defined as earning less than 80% of the area median income (\$50,200 in 2000 dollars). Rockport (37%), Ipswich (33%), Essex (31%) and Manchester (26%) all have high percentages of low-income populations.



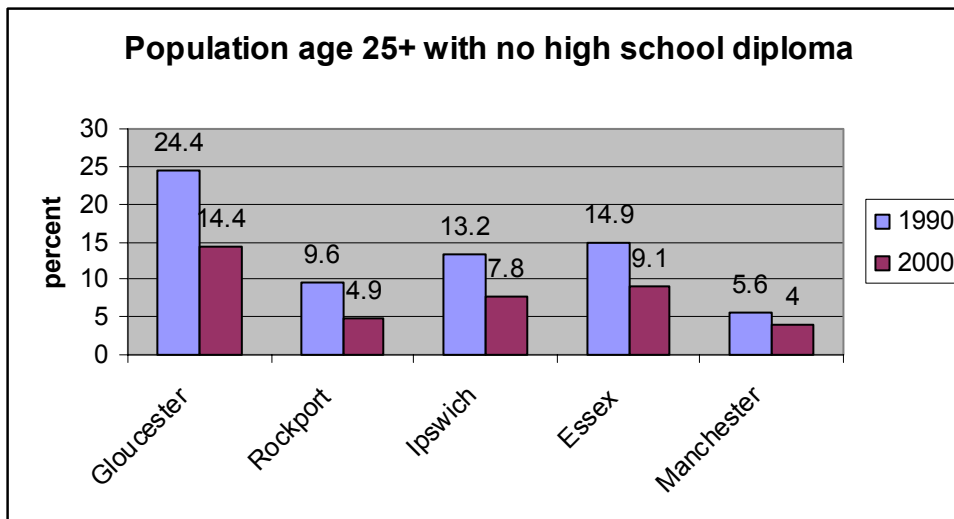
U.S. Census

From 1990 to 2000, both the unemployment rate and the high school dropout rate decreased. However, current unemployment rates in Gloucester, Rockport, Essex and Manchester are the highest they have been in fifteen years.



US Census and Massachusetts Division of Unemployment Assistance

Between 1990 and 2000, all five Cape Ann communities demonstrated decreased numbers of adults without high school diplomas. In 1990, 24% of adults in Gloucester did not have a high school diploma; in 2000, that number decreased to 14%. The Census 2000 stated that there were 4,456 adults over age 25 on Cape Ann and Ipswich without a high school diploma. This was lower than the 7,071 reported in 1990.



U.S. Census

### 3.4 Housing

The low-income population on Cape Ann is faced with excessive and severe housing cost burdens.

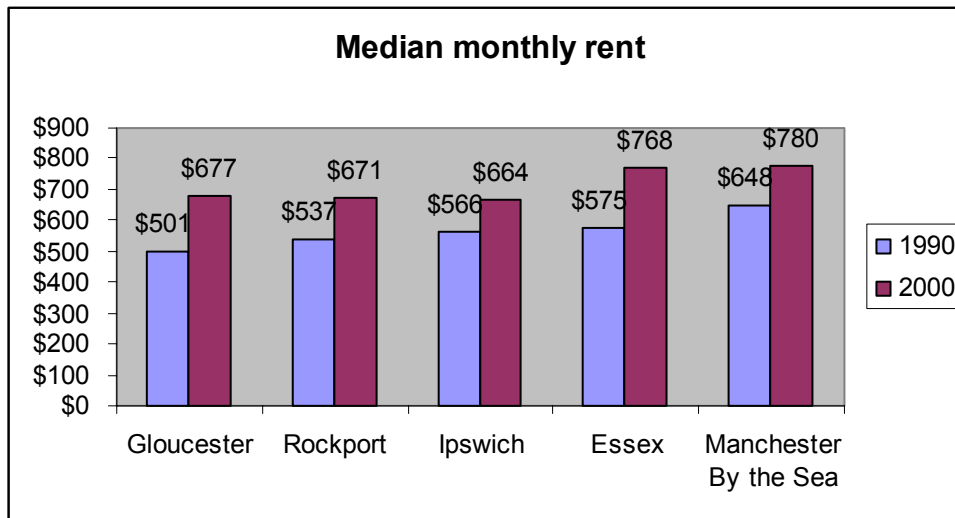
The median value of all Cape Ann homes increased significantly between 1990 and 2000: Gloucester by 16%, Rockport by 23%, Ipswich by 38%, Essex and Manchester by 37%. Today, property values continue to rise on Cape Ann. The proximity to the ocean, the 38-mile commute to Boston and the increasing practice of tearing down older homes to build high-end homes combine to inflate property values. However, the same factors contribute to a scarcity of affordable housing.

Between 2000 and 2004 the Massachusetts Association of Realtors report that the average price of a single family home in northeast Massachusetts rose 41% to \$428,236, and the average condominium price soared 63% to \$245,261. In January 2005, the median price for a single family home in the northeast region stood at \$428,236. This is 10% higher than the state median.<sup>3</sup>

Very few low-income households can afford today's open rental market without a subsidy.

Town	% of owners housing cost exceeds 30%	2000 Median rent	% of Renters housing costs exceeds 30%
Gloucester	28.5	\$677	34.9
Rockport	29.1	\$671	38.2
Ipswich	26.9	\$664	34.1
Essex	34	\$768	28.2
Manchester	19.1	\$780	43.8

U.S. Census2000/North Shore HOME Consortium



Rents have continued to increase dramatically since 2000. A survey by the North Shore Home Consortium in April 2005 found that median monthly rents for the whole North Shore area have increased 27% since the 2000 census.

<sup>3</sup> North Shore HOME Consortium

Income growth during the past five years has not kept pace with the increases in housing costs, in fact the rate of unemployment has increased. In addition, the wage rate for minimum wage workers has been stagnant. The median rent on the North Shore has increased at nearly twice the rate of HUD's estimate of median family income. HUD's estimate of median family income growth shows a 15% increase from 2000 to 2004, compared to 27% increase in rents.<sup>4</sup>

Chapter 40b, Massachusetts Comprehensive Permit Law sets a target of 10% affordable housing in each community. The 2001 survey conducted by the DHCD shows that none of the communities served by Action Inc. have met that target. The affordable housing on Cape Ann ranges from 2.9% – 7.4 %. The community percentages of affordable housing, by community, are Essex 2.9%, Gloucester 7.3%, Ipswich 7.6%, Manchester 4.7% and Rockport 4.5%.

### **3.5 Health**

Every year the number of people living with HIV/AIDS in Massachusetts increases. In the past five years, the number of people living with HIV/AIDS has grown as the number of new HIV infection diagnoses exceeded the number of deaths among people reported with HIV/AIDS. From 1999 to 2003, the number of MA people living with HIV/AIDS increased by 20%.

According to the Massachusetts HIV/AIDS Surveillance Program; Essex County, including towns contiguous to the five communities served by Action Inc, recognized 1,195 people to be living with HIV/AIDS. This same report, published on October 1, 2004, reported Gloucester as having 67 diagnosed HIV/AIDS cases and Ipswich with 15 cases. Rockport, Manchester-By-The-Sea and Essex each reported less than five cases. Gloucester has the twentieth highest rate of people living with AIDS among Massachusetts communities, and the third highest rate in Essex county.

In 2004, Action served 840 individuals with disabilities. As the disabled population of Cape Ann numbered 8,648 in Census 2000, at least 8.3% of the disabled population lived in poverty.

In 2004, Action served 898 uninsured individuals, an increase of 20% over the number uninsured clients served in 2001. This is 18% of Action's total clients for 2004

Drug and alcohol abuse has long been a problem in Gloucester. In the summer of 2004, the Massachusetts Department of Health awarded grant funds to the City of Gloucester anti-drug collaborative to develop a youth focused plan to prevent heroin and other opiate use/abuse. The grant will fund planning activities to develop strategies to prevent heroin and other opiate abuse. The Gloucester Health Department surveyed Gloucester high school students in 2004 and found that 38% of high school students had 5 or more drinks in a row in the last 30 days.

The abuse of Heroin substitutes has increased on Cape Ann, In September 2004, the DEA's Mobile Enforcement Team in cooperation with the Gloucester Police Department

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<sup>4</sup> North Shore HOME Consortium

and the Cape Ann Regional Strike Force indicted 14 people in an OxyContin distribution ring operating in and around Gloucester between October 2003 and June 2004. During that time, the defendants allegedly sold 1,096 eighty-milligram OxyContin tablets to undercover law enforcement agents. The indictment alleges that the conspiracy involved the possession and distribution of approximately 35,000 eighty-milligram OxyContin tablets with a total street value of over \$2 million. Riverdale Park Housing Development, a public housing complex owned by the Gloucester Public Housing Authority, was one of the named distribution locations.

### **3.6 Fishing Family Overview**

Figures of number of fisherman who are currently fishing full time as their only means of employment for 2005 are generally unavailable. These stats should be available from the National Marine Fisheries but they have consistently refused to do a man by man survey. The only way to estimate the numbers are to count the number of permits issued for the large boat fleet, but that only counts boats, not people. In 2001 there were 40 large boats, now there are 10. The small fleet boats, which also include lobstermen, number 450; one boat, one man. The small fleet numbers have not changed much since 2001 because fishermen cannot get rid of their boats; there are no buyers so no one will leave the industry while they still own a boat. However, those small fleet owners are the ones who have most taken advantage of the re-training programs because they need a second career to have a steady income to run a household and maintain their boats. Not only are the catches small, they can only fish between 40 – 80 days per year and not at all in the winter.

Many of the fishermen have already been retrained as tug boat operators, tourist boat captains, and commercial truck drivers, but there are many who do not qualify to be retrained under the strict Department of Labor guidelines for eligibility. Additionally, as fishermen do leave the industry there are going to be fewer and fewer to be retrained and fewer and fewer “fishing families” left to be served in the same way as we do now.

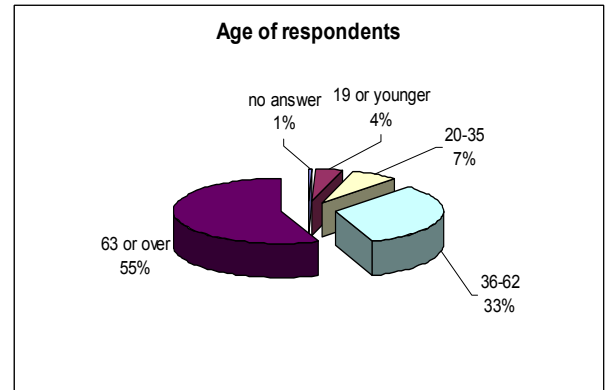
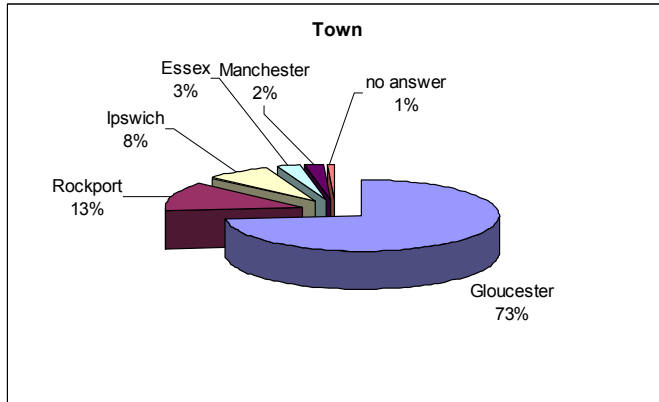
## **4. Community Needs Assessment**

How are people getting by?

*“On shoestrings.”*

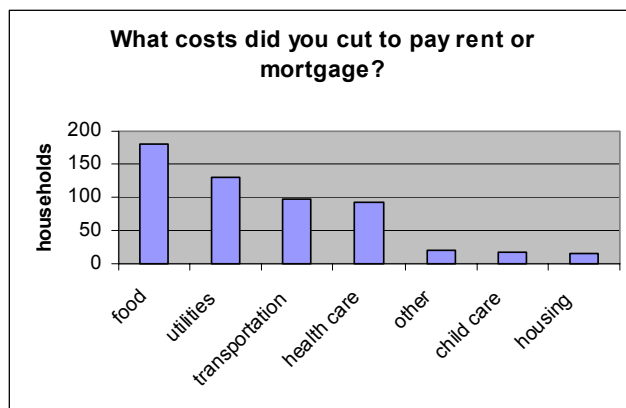
#### 4.1 Who we surveyed

Two-thousand five hundred (2,500) surveys were distributed to Action clients, residents of public housing on Cape Ann and Open Door Food Pantry visitors. Six-hundred and thirteen (613) surveys were returned. Ninety-six percent (96%) of the respondents were lower income (less than 80% of area median income, which is below \$50,000 annual households income). Seventy-nine percent (79%) earned less than \$25,000 and 59% earned less than \$15,000 per year. Eighty-seven (87%) of respondents received Action services in the last year. The town of residence, income level and gender of respondents were comparable to the demographics of Action’s client base. However 55% of the respondents were over age 62, while about one third of Action’s client base is over age 62.



#### 4.2 Making ends meet- “on shoestrings”

We asked the question “*In the last year did you have to cut other household costs to pay your rent or mortgage?*” Forty-seven (47) percent said yes. We then asked what costs they had to cut to cover their housing expense.



Sixty-eight (68) percent had to cut food costs, 50% cut utilities, 37% cut transportation and 35% cut health care. Seventy-four (74) percent had to cut more than one expense. More than twice as many people as surveyed three years ago had to cut more than one basic need in order to keep a roof over their head. More than one in four respondents cut three or more basic needs in order to stay housed. Other basic expenses people

had to go without included clothes, telephone, non prescription medical supplies, home and car repairs, recreation and school activities.

### 4.3 Community Problems

Below are problems that respondents ranked as issues in their community. The problems were rated in terms of severity, from “1” – “not a problem” to “4” – “major problem”. The averages showed that there was a variation of identified problems between communities. In general, people from Gloucester rated almost every problem to be more severe than did people in the other communities. The top five problem areas for each town are:

Gloucester	Rockport	Ipswich	Essex	Manchester
Drug abuse	High cost of heating fuel and electricity	High cost of heating fuel and electricity	High cost of heating fuel and electricity	High cost of food
High cost of heating fuel and electricity	Shortage of affordable housing	Shortage of affordable housing	Access to healthcare	High cost of heating fuel and electricity
Shortage of affordable housing	High cost of water and sewer bills	High cost of water and sewer bills	Difficulty in obtaining health insurance	High cost of water and sewer bills
Shortage of good paying jobs	High cost of food	High cost of food	High cost of water and sewer bills	Inadequate public transportation
Alcoholism	Shortage of good paying jobs	Drug abuse	Shortage of good paying jobs	Shortage of affordable housing

For all five towns overall, high cost of heating fuel and electricity was ranked as the most severe problem, followed by affordable housing, drug abuse and high cost of food. Over 70% of respondents considered every issue except gang activity to be a problem in the community.

In a free response section, people were asked “what are the biggest social issues in the community?”

Biggest social issue in the community free response		number of responses (over 20 responses in category)
1	<b>affordable housing</b>	<b>85</b>
2	<b>drugs</b>	<b>77</b>
3	<b>lack of good jobs</b> (lack of living wage (10), lack of local jobs, unemployment)	<b>58</b>
4	<b>high cost of living</b> (includes working but poor, living paycheck to paycheck, not making ends meet, parents forced to spend less time with children to make ends meet, overworked parents with unsupervised children (7), support for low-income single working moms)	<b>44</b>
5	<b>alcohol</b>	<b>40</b>
6	<b>healthcare</b> (access to, cost of, cost of medication)	<b>29</b>
7	<b>youth</b> (jobs for, activities for, youth issues..)	<b>27</b>

8	taxes (high rate of taxes, real estate taxes strain on elderly, "Because of the constant increases on property taxes seniors with limited income are now having to decide how much longer I can live in my home")	23
9	oil/gas	20

#### 4.4 Household Problems

These are family needs that respondents identified as being problems experienced in their own households. Survey participant rated problems on the same scale of 1 to 4 in order of severity. Results were averaged in the same categories as the community problems.

When classified by town the top household problems were:

Gloucester	Rockport	Ipswich	Essex	Manchester
Heat/utility bills	Heat/utility bills	Heat/utility bills	Heat/utility bills	Heat/utility bills
Too much debt	Not being able to pay rent or mortgage	Not enough money for food	Not enough money for food	Not enough money for food
Not enough money for food	Too much debt	Too much debt	Too much debt	Not being able to pay rent or mortgage
Not being able to pay rent or mortgage	Not enough money for food	Not being able to pay rent or mortgage	Not being able to pay for or get medical insurance	Not being able to pay for or get medical insurance
Not being able to pay for or get medical insurance	Not being able to pay for or get medical insurance	Unable to get a job because of transportation problems	Not being able to pay rent or mortgage	Too much debt

Overall for all five towns, more than seven out of ten households surveyed experienced the following problems:

- not being able to pay heating or utility bills,
- high debt,
- not enough food and
- unable to pay for the rent or mortgage.

Although domestic violence and literacy were ranked last, one in five respondents experienced these problems in their own household. (See chart on page 19)

Other issues residents commented on were the need for a store on Cape Ann that sells affordable clothes and basic household necessities and difficulty paying taxes.

#### 4.5 Comparison with 2002 Survey Data

A greater number of single and elderly individuals answered the 2005 survey compared to the 2002 survey. In 2005, 55% of respondents were single and 55% were elderly, compared to 47% single and 45% elderly in 2002. This explains why day care and domestic violence problems showed the only significant decreases. Overall there were insignificant changes compared to the 2002 survey. The most significant change was an 8% increase in severity in the high cost of water and sewer bills. Federal assistance for this program was terminated in 2002.

rank	Community Issue (All Towns)	Average Severity Ranking 2005	% change since 2002	2005 % said issue is a problem
1	High cost of heating fuel and electricity	3.56	na	96
2	Shortage of affordable housing	3.46	-2%	95
3	Drug abuse	3.41	1%	92
4	High cost of food	3.39	0%	96
5	High cost of water and sewer bills	3.38	8%	94
6	Shortage of good paying jobs.	3.38	3%	93
7	Alcoholism	3.31	2%	92
8	Unemployment	3.08	6%	92
9	Difficulty in obtaining health insurance	3.06	1%	86
10	Lack of affordable legal services	3.00	4%	87
11	Little or no activities for youth	2.97	-1%	87
12	HIV/AIDS	2.93	-1%	86
13	Overcrowded housing	2.89	0%	87
14	Family violence / child abuse / spouse abuse	2.87	-2%	88
15	Elderly need for care at home	2.83	-1%	85
16	Mental illness and emotional problems	2.77	-2%	90
17	Access to health care	2.77	2%	81
18	Shortage of affordable day care	2.77	-1%	84
19	Crime	2.69	7%	87
20	Lack of adequate education and training	2.65	7%	83
21	Inadequate public transportation.	2.34	11%	70
22	Racial or ethnic discrimination	2.33	0%	72
23	Gang activity	2.14	7%	63

rank	Household Issues (All towns)	Avg severity ranking 2005	% change since 2002	2005 % said issue is a problem
1	Not being able to pay heating or utility bills	2.89	1%	81
2	Too much debt	2.56	na	68
3	Not enough money for food	2.47	-4%	76
4	Not being able to pay the rent or mortgage	2.47	2%	69
5	Not being able to pay for or get medical insurance for yourself or a member of your family	2.24	-3%	52
6	Not having enough training for a good paying job	2.12	-5%	52
7	Being denied medical services	1.92	-4%	43
8	Unable to get home care for an elderly or disabled person	1.89	2%	43
9	Concern about housing for aging relative	1.82	1%	38
10	Teenagers or children experiencing emotional or behavior problems	1.81	-4%	40
11	Unable to pay for or get mental health services for yourself or a member of your family	1.77		37
12	Family life disrupted by alcohol or drug abuse	1.74	-3%	35
13	Unable to get a better paying job because of transportation problems	1.73	-2%	33
14	Difficulty getting needed educational services for children	1.53	-2%	26
15	Were a victim of a crime	1.52	-1%	28
16	Unable to get a job because of daycare problems	1.5	-10%	24
17	Problems with domestic violence	1.47	-8%	23
18	Not able to read well enough to get a good job or feel secure	1.45	-3%	20

#### 4.6 Resident focus group

A concerned residents' focus group was convened at Patriot's Circle for residents to discuss the most pressing needs facing local low-income families. Below are the most pressing needs in order of issues discussed:

- Affordable housing.
  - Hard to move into unsubsidized housing. Bills for basic necessities too high to save enough for first and last month rent and security deposit.
  - Less community aid than in the past for emergency rent assistance

- Need for public elderly housing with two bedrooms, for elderly residents with an adult family member living with them.
- Health insurance. Many residents earn too much for MassHealth. Confusing billing, high co-pays.
  - One resident has to pay \$50 for medication for migraines and can't afford this regularly.
  - One resident saw a doctor not in the network didn't know and got a bill for \$78. She'd rather not go to the doctor and risk getting bills she can't pay.
  - Husband's workmen's compensation is too much to qualify for MassHealth, but not enough to afford any kind of private insurance.
  - Pregnancy prevention: need for free birth control. Can't afford birth control, no health insurance.
- Funding for community centers. The community center at Patriots Circle was shut down except for lunch for kids in the summer.
  - book mobile closed
  - need volunteer grantwriters to help restart community services
- Programs for teens. The after school youth program in Gloucester targets specific groups of teens with particular interests.
  - jobs for teens
  - after school activities for teens and younger youth
  - sex education
  - pregnancy prevention and free birth control needed. Citywide culture, history of young parents; stuck in no education, no support. Need more education before they make that bad choice.
- Cost of daycare. Even the YMCA program is expensive for residents at \$85 per week. Even summer programs are expensive.
- High cost of food. Demoulas/Market Baskets in Danvers has hamburger for \$1.99/lb while Shaws sells it for \$3.09 per pound. There should be a local discount for local residents. The local markets sell at tourist prices, and it is difficult for residents to get to cheaper supermarkets in other towns.
- No department store. Have to go out of town for clothes, basic household necessities.
- Information and education about available resources.
  - Such as fishing family funds for summer camp,
  - an updated resource book.
  - what programs are people eligible for
  - how does an elderly person become eligible for homecare?
  - when do you have a right to appeal access to services?
  - communication about rights and resources

- Cost of living. Earning too much to be eligible for fuel assistance, rental assistance, but not earning enough to pay for basic needs.
- Elderly living alone.
  - checking in on elderly who have no family, making sure they are getting what they need and are eligible for
  - more homecare hours
  - more help with cleaning, toileting
  - information on how people get homecare
  - shopping assistance in inclement weather (and heat)
  - people who are eligible but do not have service
  - elderly who live in private homes and no one knows to check up on them
- Cost of gas and heating oil
- Alcohol and drugs
  - even at middle school level, 10-12 year olds
  - lack of parent supervision
  - loss of prevention programs
  - not enough community policing

With all the above issues, local low-income families get by, as one resident said “On shoestrings.” People cut back on bills. It is a common choice to either put a roof over your head or pay your bills. You have to have a roof; so you get into debt, and do not have enough money for food, medicine, heat.

#### **4.7 Conclusion**

The results of the community needs survey suggest that Action should continue to focus a significant effort on developing services that will assist individuals to become more self-sufficient. Action should work to raise community awareness of the persistence of poverty, even as middle and upper class incomes rise. These services should include expanding job-training and education programs that would help people to qualify for better paying high skill jobs. To the extent possible, Action should continue to deliver and expand services in the area of energy conservation and fuel assistance to help relieve the burden of high energy costs. There will be a continual need for emergency and advocacy services that assist individuals who are having difficulty with housing, legal and high food costs.

## **5. Internal Needs Assessment**

*“Keep doing what you’re doing. You constantly reach out to the community. We know you’re there. Thank you.”*

## 5.0 Internal Needs Assessment

### 5.1 Customer Satisfaction Survey

Eighty-seven percent of the respondents to the Community Needs Survey received Action services in the last year. About 9% of clients said they received more than one service. About 47% of Action’s clients are fuel assistance clients. This means that a higher percentage of fuel clients responded to the survey than clients of other programs.

<u>Program</u>	<u>Percent of respondents receiving service in last year</u>
Fuel assistance	59%
HomeCare	19%
Employment & Training	5%
Advocacy	5%
Shelter	4%
COMPASS	2%
Other	6%

543 clients answered the Customer Satisfaction survey, with a very positive response on the quality of Action services. Nearly all clients said that they were treated with respect, felt welcome, they would refer a friend to the program and that they got the help or information that they needed.

<b>Customer Satisfaction</b>	Yes	Sometimes	No
Did you get the help or information you needed?	<b>92%</b>	6%	2%
Did you get the help or information in a timely way?	<b>89%</b>	9%	2%
Were you treated with respect?	<b>97%</b>	2%	1%
Did you feel welcome?	<b>96%</b>	3%	1%
If you have any special needs or if English is not your first language, were you treated with patience and understanding?	<b>92%</b>	5%	3%
Would you refer a friend to the program	<b>96%</b>	2%	2%

In the free response section, there were overwhelmingly positive and grateful comments on the Action programs. *“My family and I have been very lucky to have such an agency around and nice people to help us. We are very grateful for the financial help we have received the last two years. We thank you very much.”* Other comments ranged from *“the homemaking girls are truly a blessing and are all good workers. Thank God for them.”* *“The people I have encountered are terrific and caring. I am so grateful for the help I have received I don’t know what I would have done without it. I am very happy with the training I’ve received.”* *“Keep up your excellent work. I have never been treated with such respect for which I thank you. The fuel assistance is a god send.”*

Recommendations included:

- Making services more widely known
- Public education on community issues and problems
- Later hours
- More effective advocacy
- More of every service

## 5.2 Key person interviews and focus groups

Action planner convened focus groups and interviews with elected officials, other service providers, board members, clients and staff. The questions discussed included how well Action is doing and how services could be improved.

Overall, the persons interviewed were emphatically grateful for Action. The services Action provides are essential, delivered with respect, and very appreciated. Action is recognized for responding quickly and effectively to local problems. Several key informants acknowledged Action's willingness to take initiative and run successful new projects to serve local needs.

The only criticisms that emerged were that Action does not have a strong presence in Ipswich and Essex, and that people are often unaware of all the services available. The shortage of funds in each service area compared to the need in the community was recognized across the board.

Specific ways to improve quality of services:

There should be regular staff training on issues relating to benefits advocacy. Every single program in the agency offers some form of case management/supportive services. A coordinated agency approach is needed to bring new staff skills in the changing benefits advocacy up to par, as well as bringing all staff up to date on recent changes.

Issues to be addressed in monthly trainings:

- budget counseling as part of case management
- consumer credit counseling
- tax credits
- the role of CORI checks in getting public housing
- MassHealth
- SSI/SSDI benefits
- DTA benefits
- Immigrant rights
- MassRehab benefits
- HIPPA confidentiality for HOPWA
- Housing rights
- DSS Foster Care

Program "results and learning" sessions are going well and are productive ways for directors and admin to communicate about emerging issues, what's working well, where unmet needs are, etc. These program evaluation meetings will happen twice a year, around progress report time.

Staff, under leadership of Advocacy director, will implement case manager meetings to do a better job of helping each client get the maximum help available. There is some need for there to be more formal communication between programs about benefits available and to coordinate help to some clients who see more than one case manager.

Customer service has improved with the central facility, reducing run around, upgraded phone system, more professional atmosphere. Action will continue to strive for the highest professional standards and to treat clients with utmost respect, dignity and professionalism.

Better public information about programs *and issues* include: an index card of programs and contact information to give to clients and other service agencies; program flyer mailings through schools and City of Gloucester; a more frequent newsletter, and a more frequent working relationship with public officials. People were very appreciative of Action's efforts to convene focus groups and solicit community views. More focus groups should be held so that service organizations can listen to what low-income residents have to say. More concerned residents groups and community forums should be convened where policy makers can *listen* and Action can be taken as a community.

## **6. Service Delivery System**

## 6.0 Service Delivery System

The Action service delivery system has evolved over 40 years of local people creating innovative solutions to local problems. The system can be viewed from four perspectives, namely, (1) the programs (2) the volunteers (3) the staff and (4) the facilities.

**Programs** -- Action currently delivers services to the community in the context of six major programs and an administrative staff. These programs are staffed by 8 administrative and 112 programmatic persons and delivered services to over 3,000 households (over 5,500 individuals) in FY 2004, in the Cape Ann service area alone. The program breadth and depth is shown in the following table. The number of clients reflects the number of households, not the number of individuals served within a household. HEADSTART, a grantee program, is not included.

Program	Paid Staff		Volunteers/hours of service		Clients on Cape Ann (households)
	FT	PT			
Advocacy	2	0	60	300	670
Housing/shelter	4	7	20	1000	250
Energy	14	1	0	0	1680
Home Care	18	56	0	0	575
Employment/Training	3	2	1	20	400
COMPASS Youth Program	2	3	1	420	70
Administration	6	2	4	485	0
<b>Total</b>	<b>49</b>	<b>71</b>	<b>104</b>	<b>2,205</b>	<b>3,500 unduplicated</b>

**Volunteers** – Each year over 100 volunteers provide 2,200 hours of service to people in need through Action. Volunteers include the people who make sandwiches every day of the year for the homeless, the people who maintain the shelter every week, drivers who take people to medical appointments or AA meetings, on the job mentors for COMPASS youth, college students who help in the classroom or with research, and people who contribute professional skills such as legal assistance, photography, and writing. Project Uplift, the holiday gift program, mobilizes 60 volunteers from around Cape Ann each year.

**Staff** – Action is one of the area's largest employers, with 120 staff, 49 people full time. Action HomeCare has the largest number of staff, including 74 certified personal care attendants, supervising nurses and administrative staff. Action Energy administers the largest program, that reaches 1500 Cape Ann households annually. Action Energy manages statewide utility programs for low-income people that delivers services to approximately 10,000 households statewide. The staff of Action is organized generally along program lines, with the necessary administrative and financial support staff serving in the "headquarters" capacity. The numbers of staff are shown in the preceding table. The organization is shown in the charts on pages 30-31.

**Facilities** -- the Action programs are delivered out of four separate facilities. These are summarized below. All facilities are located in Gloucester. Representation and service to the surrounding communities in the five-town service territory is assured by including members of the Board of Directors from each such community. The main facility on Main Street combines retail on the street level, with services on the second floor. The

basement of this facility is in the process of being converted to COMPASS school space with additional space for programming.

Contingent on funding, the homeless shelter will have 4-5 efficiency units added on by June 2006. These units will be permanently affordable housing for formerly homeless individuals.

Action owns community housing at 95 Prospect Street that is affordable to low-income residents. Action will purchase a 5-10 unit community housing building in Essex County in FY '06 through HUD HOPWA<sup>5</sup> funding.

<b>Facility</b>	<b>Location</b>	<b>Size</b>	<b>Function</b>
Central Office (own)	180 Main Street	16,500 sq ft	Administration, Advocacy, Housing, Employment & Training, HomeCare. Space is rented to Foster Care, WIC, HAWC and two stores on main floor. Planned for COMPASS.
COMPASS (lease)	186 Main Street, Brown's Mall	1,200 sq ft	Youth jobs, education
Energy Office (own)	47 Washington	5,200 sq ft	Energy and resource office
Shelter (own)	370 Main Street	1,500 sq ft	Overnight shelter for homeless and 4-5 permanently affordable efficiency units planned
Community housing (own)	95 Prospect Street	8,300 sq ft	11 affordable, below market rate efficiency units

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<sup>5</sup> Federal Department of Housing and Urban Development, Housing Opportunities for Persons With AIDS program

## ADVOCACY

- Self-sufficiency case management: benefits advocacy & access; budget counseling, emergency rental and other assistance
- Counseling services
- Information & referrals
- Project Uplift Holiday Giving
- Housing Advocacy: helpline, legal aid, clinics and direct representation
- Family Law: helpline, legal aid, clinics and direct representation
- Lead paint removal loans

## SHELTER

- Emergency over-night shelter
- Case management
- Substance abuse counseling, health care referrals, housing search, employment and training services
- Housing Opportunities for People with HIV/AIDS (HOPWA)
- Efficiency housing unit development

## EMPLOYMENT, TRAINING & EDUCATION

- Skills training: Health Care Industry Career Program, office specialist,
- Career Readiness/Life skills
- Computer classes
- Employment Services
- Supportive Services
- Adult Basic Education & Adult Diploma
- College scholarships
- English for Speakers of Other Languages
- Project Achievement (HUD supportive housing, employment and training)
- Fishing Families in Transition

## ENERGY

- Fuel Assistance
- Weatherization and Conservation services
- Heating System Repair and Replacement Program
- Appliance Management Program
- LASER: asset leveraging for fuel clients
- WRAP: weatherization, rehab and asset preservation wrap-around services
- Statewide brokerage and national advocacy

## HEMOCARE

- Personal care services: help with bathing, dressing, medication reminders, toileting
- Homemaking, cleaning, laundry, grocery shopping
- Supportive Housing, 24 hours/7
- Homemaking & Personal Care Certification training
- Respite & Companionship

## COMPASS

- Case management and supportive services for at-risk youth
- Employment Services
- Micro-business classes
- Lifeskills
- GED/High School Diploma prep
- Gloucester High School

## GRANTEE

- HeadStart
- Waste water treatment alternatives
- Alternative fisheries use

## ACTION

# ACTION, INC

**BOARD OF DIRECTORS**  
Tone Kenney, Chairperson

**EXECUTIVE DIRECTOR**  
William C. Rochford  
180 Main St., Gloucester

**Deputy Director/Controller**  
Timothy L. Riley

Asst. Controller  
Ken Kudym

Fiscal Assistant  
Kelly Allen

Bookkeeper/Receptionist  
Janel McCue

**Director of Advocacy & Housing**  
Lisa Hartnett  
180 Main St.

Attorney  
Jeanne Cullen

Interns

**MassHousing Loan Rep**  
Stella Mae Seamans  
180 Main St.

Scheduler

66 Personal Care Attendants/Homecare Workers

**HomeCare Director**  
GerryAnn Brown  
180 Main St.

2 RN Supervisors

Field Supervisor

**Energy Director**  
Elliott Jacobson  
47 Washington St  
Gloucester

Assistant Energy Director  
Rita Carvalho

**Shelter/HOPWA Director**  
Ralph Johnson  
370 Main St.

Asst. Dir./Case manag.

HOPWA Case

Conservation Director  
Craig Brown

2 Technical Specialists

Appliance Facilitator

**Employment, Training & Education Director**  
Ronna Hammond  
Resnick

Job Develop

2 teachers ABE

HCICP Coord.

**Planner/Program Developer**  
Chanda Millett  
Shin

COMPASS Youth Program Coordinator  
Ed'Veeje

Academic Coach

3 teacher

Subcontracts with 17 agencies in MA

## **7. 2006-2008 Three Year Goals and Strategy Development**

## **7.0 Three Year Goals and Strategy Development**

The following page includes descriptions of Action's program priorities for FY 2006-2008. In response to the comprehensive needs assessment, which included a survey of board members, key informants, elected officials, staff, and 600 low-income community members, five main goals have been identified.

The community survey determined as priorities several areas where Action is currently working. These include job training, emergency assistance, issues related to economic security, mortgage/rent assistance and high utility costs. The needs assessment provides a justification for the continuation of these programs as well as warrants the expansion and development of these programs. Helping people overcome barriers to employment, emergency services, and support for vulnerable populations are the core of Action's services. The following strategy indicates that the top priority should continue to be economic-security: through job development and training help more low-income residents develop greater skills and get jobs that offer a living wage.

Action, Inc. has on its four decade-long record many successful programs. This success has resulted from knowing what is needed, recognizing opportunities, gauging what approach would work best on Cape Ann through the input of the low-income community and seeking out resources to get the job done. Central to all of Action's work, is the goal to remain responsive to emerging needs through program assistance.

**Action, Inc. Priorities for 2006-2008**

<b>PRIORITIES</b>	<b>SUPPORTING DATA</b>	<b>CURRENT ACTIVITY</b>	<b>PROPOSED ACTIVITY</b>	<b>MEASUREMENT</b>
<b>1. Economic Security</b> <i>(Creating Opportunity and Removing barriers to economic security)</i>	<ul style="list-style-type: none"> <li>Survey results: top household and community issues were all economic</li> <li>income/housing cost disparity: 42% of Gloucester low-income (HUD)</li> <li>68% of households surveyed have too much debt</li> <li>76% increase in Hispanic population</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy &amp; Legal Aid</li> <li>Employment, Training &amp; Education</li> <li>COMPASS Youth Program</li> <li>LASER</li> <li>QUEST</li> </ul>	<ul style="list-style-type: none"> <li>Expand training options</li> <li>Money management/savings program</li> <li>Expand ABE /GED</li> <li>Renew ESOL</li> <li>Secure DOE funding for COMPASS</li> <li>Substance abuse/violence prevention group at COMPASS</li> <li>Secure REACH (LASER renewal)</li> <li>Renewable energy technologies for low-income households</li> </ul>	<ul style="list-style-type: none"> <li>Number of clients removing barriers to employment</li> <li>Number of job placements, hourly wage, maintain employment</li> <li>Increase literacy levels</li> <li>Youth graduation, post-secondary and job placements</li> <li>Reduced at-risk behaviors</li> <li>Amount of debt reduction</li> </ul>
<b>2. Emergency Services</b>	<ul style="list-style-type: none"> <li>Increase in family poverty</li> <li>47% of people surveyed could not cover all their basic household costs</li> <li>Top household problems: not enough money for utility, food, and housing (survey)</li> </ul>	<ul style="list-style-type: none"> <li>Energy Affordability</li> <li>Homelessness prevention (e.g.FEMA)</li> <li>Homeless shelter</li> <li>Information &amp; Referral</li> </ul>	<ul style="list-style-type: none"> <li>Social work internship program</li> <li>Speaker's bureau to raise community awareness of emergency and poverty issues</li> <li>Emergency assistance fund</li> <li>CFNP grant to help lower cost of food</li> <li>Upgrade municipal electric efficiency prog.</li> <li>Improve referral process</li> </ul>	<ul style="list-style-type: none"> <li>Fewer utility shut offs, increased energy savings</li> <li>Number of homeless moving into housing</li> <li>Increased community awareness of and fiscal commitment to solving poverty</li> </ul>
<b>3. Housing</b>	<ul style="list-style-type: none"> <li>69% of people surveyed had trouble paying their rent/mortgage</li> <li>top problem according to key informants</li> <li>excessive housing burden and unaffordability in north shore</li> </ul>	<ul style="list-style-type: none"> <li>Weatherization/WRAP</li> <li>MassHousing rehab loans</li> <li>Tenant Based Rental Assistance</li> <li>Homelessness Prevention</li> <li>QUEST</li> <li>Employment supports to help individuals maintain job</li> </ul>	<ul style="list-style-type: none"> <li>Purchase site for QUEST</li> <li>build affordable rentals over shelter</li> <li>expand TBRA</li> <li>explore solutions with Rockport Preservation Committee</li> <li>compete for more vouchers through HUD SUPERNOFA</li> <li>look for opportunity for housing for vulnerable populations</li> </ul>	<ul style="list-style-type: none"> <li>Number of units that reduce energy &amp; rehab burden</li> <li>Increase number of affordable rental housing units</li> <li>Prevent homelessness</li> <li>Number of homeless who achieve housing</li> </ul>
<b>4. Support for vulnerable populations</b>	<ul style="list-style-type: none"> <li>High percentage of elderly living in poverty</li> <li>Cape Ann population is aging</li> <li>At least 8.3% of disabled population lives in poverty</li> <li>Gloucester HIV/AIDS rate</li> </ul>	<ul style="list-style-type: none"> <li>Homecare for elderly and disabled</li> <li>QUEST</li> <li>Advocacy &amp; supportive services for disabled</li> </ul>	<ul style="list-style-type: none"> <li>Expand Homecare private client base; improve market competitiveness of program</li> <li>Secure QUEST/HOPWA renewal</li> <li>Funding for improved supportive services at shelter</li> </ul>	<ul style="list-style-type: none"> <li>Raise wages for homecare workers</li> <li>Increase number of affordable housing units</li> <li>Number of QUEST clients</li> <li>Number of disabled individuals whose emergency needs are ameliorated</li> </ul>
<b>5. Agency Capacity</b>	<ul style="list-style-type: none"> <li>Federal, state funding cuts</li> <li>Greater demand for accountability</li> <li>Staff capacity</li> </ul>	<ul style="list-style-type: none"> <li>\$14 million agency, less than 4% overhead,</li> <li>multifaceted programs</li> <li>Better results reporting and annual progress report</li> </ul>	<ul style="list-style-type: none"> <li>More frequent newsletter to inform on issues/services</li> <li>Communications &amp; volunteers to support private fundraising</li> <li>Staff training on changing benefits advocacy, tracking results of supportive services</li> <li>Complete basement build-out</li> <li>Board more involved in fundraising</li> </ul>	<p><u>THE BOTTOM LINE:</u> Increased public and private support</p>

## **7.1 Economic Security: Creating opportunities and reducing barriers to economic security**

### **7.11 ADVOCACY**

#### **ISSUE**

The Advocacy Department addresses the issues of clients who are experiencing disruptions in their lives and/or their households. Sometimes the need is immediate and short term – a client may have fallen behind on her rent or have an overdue utility bill she can't pay. Other times the problems go deeper and require more intervention. A client may be going to court for an eviction and have no idea how to defend himself or how to put together a plan for the future. A mother may be seeking a divorce without realizing the full impact of the emotional issues that will surface or how she will care for her children on her own. A client may have found himself recently disabled, without any money coming in, and unsure of where to turn next. With our combination of attorney and social worker, we work at addressing these issues with clients.

According to Action's 2005 Community Needs Survey, the top four issues plaguing households are financially related. In this time of limited resources, it is becoming more and more challenging to help people with the financial assistance they often need to get back on their feet. And because of these increasingly limited resources, it is becoming more and more imperative that clients be helped to find the tools that they need to become fully self sufficient.

#### **PROGRAM GOALS**

The goal of the Advocacy Department is to increase self sufficiency among individuals and families by providing emergency services as well as supportive services that address underlying issues. Emergency services include financial assistance (when available) and/or referrals to area agencies for benefits, mental health services, etc. Supportive services include advocacy, counseling, case management, and legal services.

#### **SCOPE OF SERVICES**

##### Self Sufficiency:

**Advocacy** services center primarily around housing issues and include landlord/tenant negotiations and attendance at housing authority hearings when clients have been denied public housing or rental subsidies.

**Case Management** involves various levels of support including educating clients about local resources such as food stamps, fuel assistance, and financial help; assisting clients in filling out paperwork for Mass. Health, Mass. Rehab, etc.; helping clients define and accomplish goals; and budget planning.

##### **Counseling**

**Financial Assistance** including FEMA funds, participation in the Tenant-Based Rental Assistance Program, applications for security deposits and start-up funds, and other assistance when funds are available.

**Information and Referral** to area agencies.

Legal Program:

Our attorney handles two areas of law covering family law and housing issues. Our legal services are broken down as follows:

**Family Law Clinics** where attorney meets one-on-one with clients to educate them about the legal process, discuss their particular cases, and assist in filling out paperwork.

**Housing Clinics** where attorney meets with clients who are preparing to go to housing court to help them fill out their answer forms and to prepare them for court.

**Brief Service** is more in-depth than the clinics but not full representation. May involve two to three meetings.

**Lawyer of the Day Mediation Project** is a collaboration between Neighborhood Legal Services, NASCAP, Merrimack Valley Legal Service, Essex County Bar Association, and Action. Provides full representation to low-income housing court tenants involved in evictions. Lawyers are available at housing court to assist eligible participants.

**Full Representation** for family law and housing clients as attorney's schedule permits.

**Referrals** given for clients who are ineligible for our services.

One of our goals in the Advocacy Department is to find programs, such as the Tenant-Based Rental Assistance Program, that will allow us to work in-depth with clients. We are currently pursuing funding for a program that would encourage budgeting and savings by providing matching funds. Of course time constraints are always an issue, and we are investigating starting an intern program for social work and paralegal students to assist with the intake and administrative processes. We also plan on increasing the advocacy we provide to clients in areas such as budget counseling, social security disability, and working with the Department of Revenue in obtaining child support.

**KEY PEOPLE**

Lisa Hartnett is the Director of Advocacy. Lisa is a Masters-level social worker, with a background that includes substance abuse work, housing advocacy, and direct care with the mentally ill.

Jeanne Cullen is our Attorney. In addition to holding a law degree, Jeanne has a human services background including advocacy work with battered women.

**FUNDING STRATEGY**

Existing partnerships with Neighborhood Legal Services and North Shore Community College help to reduce the cost of the program by providing legal liability insurance,

access to law libraries and research databases, and paralegal interns as in-kind services. These services are considerable, and are worth about \$7,000.

In the coming year, Action will pursue additional contributions to the program through a two-pronged strategy. Firstly, Action will deliver an appeal to the Gloucester and Essex County Bar Associations for cash contributions to the program, with a goal of raising \$5,000. Secondly, the Action Planner and Attorney will submit requests for funding to the Massachusetts foundations that have a history of supporting legal aid in Massachusetts

### **MEASUREMENT AND EVALUATION**

The benefit of the program is that it helps individuals and families to achieve stability and reduce barriers to economic security. Advocacy

- reduces barriers to employment by helping people meet basic needs
- helps people with disabilities access benefits and stabilize their lives
- helps people in emergency situations
- provides legal aid in housing and family law matters

Success of the program will be measured in the following ways:

- Number of individuals who gain access to basic services compared with the total number seeking help.
- Individual Service strategies on progress of clients
- Number of individuals for whom homelessness is prevented
- Number of individuals who gain access to due process compared with the total number seeking help

Success will continue to be measured by following up with clients to ensure their progress through individual service strategies. Demographics, specific services provided and results of supportive services will be recorded in the database.

## **7.12 EMPLOYMENT, TRAINING & EDUCATION**

### **ISSUE**

Jobs for unskilled workers and low-skill workers are mostly in the service industry and many are seasonal on Cape Ann. These jobs are few, offer no benefits and have little or no growth potential. For people living at or below the poverty guidelines their only way out of poverty is to have a job with a sustainable wage. With a guided focus on relevant career ladders for our clients and residents of Cape Ann, a designated economic hardship area, Employment and Training staff researched emerging job market trends and needs and the corresponding job opportunities that exist in our community and within the commuting corridor into Boston. E & T has taken a pro-active approach based on market need/research and planned strategies to offer the skilled courses needed to become a nationally certified Clinical Medical Assistant. This is a career opportunity with flexible hours, benefits, and for incumbent workers the further opportunity to receive additional free training from their employers into other medical fields up the career ladder.

It is clear that courses offered by E & T have to be in tune with the emerging market needs and that we must constantly keep on top of these trends in order to tailor our trainings and skill sets to the relevant, current career opportunities.

### **GOALS**

To continue to create and offer programs that can propel the client into a training course that best suits their strengths, learning capacity and work-time availability (working mothers, single parents) and that reflect viable needed workers in the real world. Wages, benefited positions, career growth, continued education within their field are all earmarks of the kinds of jobs and training we must offer if we really want our clients to have decent and affordable housing, food, heat, health insurance, self respect, confidence and a feeling of belonging in our community. Action's supportive services and E & T follow up retention services can help support these goals as long as there are the right skills and the right jobs.

Creating for clients a trusting and safe atmosphere for learning and personal growth and development is key to success for the client and is an area of confidence for E & T staff. We have always had that part right. Add to that excellent trainings and retention services and you will have a good candidate for full-time employment.

Sustainability for the current medical career ladder is a number one goal and concern. We are actively pursuing the current funder for future awards, we continue to network with and clients receive tuition from Mass Rehab, Career Center Title One funding, Section 30, Trade Agreement funding and until recently, Gloucester Fisherman's Center. It has been said that CBO's based their services on funding rather than basing their services on need. We are working on creating a stronger network of professional resources to increase our profile, have access to "what they know", and doing an exemplary job with funders money to encourage more giving.

Would like to offer ESOL courses for free again. It is an unmet need.  
Would like to come up with a better marketing avenue for ABE.

In addition to raising more money for programs, we want to address a shortfall in services at E & T. The creation of a sheltered workshop for Shelter guests would benefit the sheltered community. Many of the guests are not suited to the 9 – 5 world of work and yet could be productive workers in the right environment. This endeavor could take place at the Shelter or at another Action site where there is daytime space available. A collaboration with Mass Rehab and their I.C.E program and well as their Community Business Enterprises program could likely create paying jobs for the shelter guests, offer them supervision by a professional job coach, and the host of wrap around services of Action. Many shelter guests are substance abuse dependant, diagnosed or undiagnosed with mental illness, or suffer from health issues. Yet, many of them deserve to work, earn money, and gain self-respect and self-reliance. Some could, through these workshop jobs, move on to their own apartments and more independence. We want this to happen.

### **SCOPE OF SERVICES**

A major collaboration with Millennium Training Institute continued our success in the computer literacy arena, but also in partnering with them on medical career ladder grants we were very competitive.

Won a \$200,000 grant from the Massachusetts Workforce Development Office to teach Clinical Medical Assistants. Action was 1 of 5 awardees in the state. This is an 18 month grant.

#### Current programs:

- Office Specialist      12 weeks
- Medical Office Specialist      15 weeks
- Computer Literacy application course      12 hours
- Clinical Medical Assistant      7 months
- Business Services      12 weeks
- ABE
- Soft skills
- Case management
- Job development/Job placement/Job retention

#### Expanding programs (in development)

- Advanced medical training in radiologic technology

#### Promising Practices:

- Developing with Bay State College and North Shore Community College a model that accepts our CMA training for college credit and to create a medical program to advance graduates to upper levels on the medical career ladder. This is an exciting project that will take some time, but the colleges are on board.
- Engaging hospitals, medical practices and Community Health centers to allow our CMA's to Intern toward their certification and for future employment. Real world experience translates into good training put to practice for real jobs.
- HUD McKinney funding has been continuously refunded since 1998 and was again this year for 2005 – 2006.
- Excellent marketing on Cable TV with a scripted ad that ran for 6 months was successful and raised the Action awareness profile.

- Negotiated with Mass Rehab to come to our office 1 day a week to see our clients has been highly successful for the clients and Mass Rehab is pleased with the access to other services for their clients

Additional staff is necessary to continue to see the expanding client list. We have tried to make cutbacks to the numbers we see just to be able to properly service existing clients. We have seen an increase in the numbers of employed persons seeking our service. The client profile remains stable: average client is 24 – 44, almost half female, half male job seekers, nearly 99% female for trainings. Most do not have health insurance.

### **KEY PEOPLE**

- Director of Employment and Training: Program oversight, staffing supervision, teaches soft Skill, develops new courses with staff, write grants, collaborate with other agencies, access mainstream resources, and develop new funding sources.
- Career Coordinator, Medical courses supervisor who collaborates with the
- Job Developer maintains close client contact and market trends.
- Mental Health counselor (LMHC) who coordinates services for Project Achievement (HUD grant) and work primarily with clients from Moore’s Way and the Shelter.
- Teachers, tutor for the ABE program

Would like:

- Intake specialist, scheduler
- Job coach

### **FUNDING STRATEGY**

New funding is needed to be able to continue existing programs and new funding is needed to create new market trend job trainings. None of us can depend on government sources to be there to meet the demands of helping people out of poverty. We have to find a way to locate private funders and to become part of the philanthropic mindset. We need to make social inroads with the people who have deep pockets and who can believe in our mission. In the larger sense Action needs to again think of a full-time professional development officer supervised by our planner to coordinate funding goals for our overall growth. I see it as a major necessity. E & T needs to keep its ear to the ground for private funding and workforce development opportunities.

### **MEASUREMENT AND EVALUATION**

We are always revising and evaluating programs as we teach them and as we prepare clients to enter the world of work.

Using Octopi and HMIS for reporting tools is helpful for grant writing and trends, but in the end, we are looking for clients to be finishers: in the courses they take, in the jobs they get, in the raises they earn, in the apartments they rent, the cars they buy, in future courses they take. When a client has risen out of poverty and moved into the mainstream of life, then we have succeeded. Sometimes, one person at a time.

## 7.13 COMPASS

### ISSUE

Unstable living situations and undeveloped emotional intelligence compounded by one or more social, academic, or emotional obstacles to learning can create a negative cycle for teenagers. Youths from low-income and foster families have additional social and emotional obstacles to overcome. The result is often poor school attendance or dropping out of high school altogether, as well as drug and alcohol addiction, court involvement, and low self-esteem for teenagers who already feel they are failing in mainstream education.

### PROGRAM GOALS

Our goal is to provide students at risk of dropping out of high school with educational alternatives, counseling, and creative opportunities that reduce the appeal of at-risk behavior.

We will achieve this by creating a learning environment that is flexible and accepting of the youth culture while simultaneously encouraging students to take personal responsibility and to become proactive in their learning experiences.

Our students' primary goal is to achieve a high school diploma and to enter college and/or full-time employment as successful young adults. Our challenge is to help them achieve those goals by discovering their learning styles, multiple forms of intelligence, and the career interests that will lead to meaningful vocational and life choices.

Our goals include the WIA model performance goals:

#### **Older Youth (19-21)**

Entered Employment Rate	61%
Employment Retention Rate	75%
Earnings Gain in 6 months	\$2,950
Employment & Credential Rate	46%

#### **Younger Youth (14-18)**

Skill Attainment Rate	71%
High School Diploma Rate	54%
Placement & Retention	53%

### SCOPE OF SERVICES

**1. COMPASS CORE PROGRAM 20 eligible youth** will complete the COMPASS Core Program. Youth are referred to COMPASS primarily by Gloucester High School and the core program runs throughout the school year. The COMPASS Core program meets four times a week for 9 months and students participate in a psycho-educational class and a career development class each afternoon. The three main goals of these classes are: to empower the students to achieve positive mental health, remove obstacles to learning, and promote vocational success. These classes are augmented with weekly academic and vocational coaching sessions that are designed to help the student set and achieve literacy, work readiness, and occupational goals.

1. The COMPASS Core Program consists of the following services:
  1. Academic and Vocational Coaching (on going)
  2. Career Development (on going)
  3. Psycho-educational classes (9 months)
  4. Alternative education programs (On going)
  5. Summer Internship and job placement (3 months)

**2. GED PREPARATION 10 Youth will enroll** in GED Preparation courses. The GED preparation program begins in October and concludes at the end of May. Upon enrollment, students take a TABE test to determine their education level and begin working with a Vocational Coach to determine career interests and to develop a post secondary school and employment plan. When the student is prepared to pass the GED, COMPASS refers them to North Shore Community College for test scheduling. Upon successful completion of the GED, COMPASS case manages each youth until he/she is employed or enrolled in a post secondary education or advanced training program.

### **3. GLOUCESTER HIGH SCHOOL SATELLITE PROGRAM**

**12 youth will participate** in the Gloucester High School Satellite Program. Classes meet five days a week from 8:50 – 2:00 on Monday through Thursday and from 8:50-12:00 on Friday. All students who participate are Gloucester high school students who attend classes at the COMPASS site staffed with two certified teachers in an alternative learning environment. In addition to six credit classes a day (including Math, Science, English, and History) students receive case management, academic/vocational coaching, as well as on site counseling services.

**4. SUMMER INTERNSHIPS** 10 youth will be employed for 150 hours in summer internships directly related to their Harrington O’Shea Career Interest profile scores. Participants will have an opportunity to earn high school work-study credits for the internship. They may also be hired by the host company post internship.

### **KEY PEOPLE AND PARTNERS**

The COMPASS Youth Program is a unique collaboration of federal, state, and private funding. We partner with the Department of Labor through funding from the North Shore Workforce Investment Board as well as with the Department of Education through funding from the Gloucester High School. We also partner with the City of Gloucester through Community Development Block Grant funding and with private foundations such as the Millipore and the McCarthy Foundations.

The following are key people in our constellation of partnerships and funding: the Principal of the Gloucester High School, Dr. Joseph Sullivan, as well as the Superintendent and School Board; the Mayor of Gloucester, John Bell, and the City Council.

### **FUNDING STRATEGY**

Our funding base is intentionally diverse and includes the Department of Labor, the Gloucester High School, the City of Gloucester, as well as private foundations. We are actively expanding it to include other private foundations, such as the Tower Foundation. We intend to become DOE certified so that we can receive funding directly from the

Department of Education. We will also begin to investigate potential funding sources from the Department of Social Services and the Department of Mental Health for support of those students who are active clients in those programs.

### **MEASUREMENT AND EVALUATION**

The COMPASS Core Program: The Core Program is for WIA eligible youth whose outcomes are tracked through monthly and quarterly reporting to the WIB and documented in their Individualized Service Strategies.

1. Academic and Vocational Coaching - Individualized Service Strategy
2. Career Development – Harrington O’Shea Career Interest Profile
3. Psycho-educational classes – Before and after surveys, POSIT Profile
4. Alternative education programs – Point System (attendance, punctuality, retention rates)
5. Summer Internship and job placement – Employment Records, Massachusetts Work Based Learning Plans, Harrington O’Shea Career Interest Profile

### GED Preparation:

1. TABE TEST – literacy levels
2. Attendance
3. GED registration
4. GED Examination
5. Harrington O’shea Career interest profile
6. Post secondary and employment rates

### Gloucester High School Satellite Program

Non WIA eligible students participating in the Gloucester High School Satellite Program will be tracked according to the point system, which is a daily recording of what time the student arrives, if they stay all day or if they leave early, and number of days attended each term. These students’ grades will also be tracked each term and the number of credits earned each school year.

### Summer internships

1. Harrington O’Shea Career Interest Profile scores
2. Massachusetts Work Based Learning Plans
3. Number of high school credits earned
4. Vocational coaching and case management

## 7.2 Emergency Services

### 7.21 ENERGY AFFORDABILITY

#### ISSUE

Action Energy attempts to address and ameliorate the energy affordability problem endemic to low income consumers. Action Energy endeavors to lower consumption and the associated energy bills by weatherization, heating system repair and replacement, appliance management, and energy education. Action Energy helps clients pay their bills by accessing Federal (LIHEAP) funds and securing discounts from energy supply vendors.

Funding for efficiency measures is reasonably secure because of a 5-year contract (2002-2007) from our largest gas utility and a 3 year commitment (2002-2005) from our largest electric utility. The Federal DOE program has also been increased by 70% over the past four years and those gains have been sustained. Negotiations with the gas utility for a third five-year contract (May 2007–April 2012) have commenced with a minimum of level funding expected. The electric utility third year plan (2006-2009) negotiations are nearly completed with small funding increases expected each year. Action will extend its role to include more multifamily projects with both electric and gas utilities.

Fuel Assistance will continue to be problematic because of the paucity, inconsistency, and poor timing of the funding. Most of all, there has been a historic lack of commitment on the National and State policy levels. Fortunately our discount programs are in place and codified in state law. Access to affordable energy is a life and death issue, both in winter and summer. Whole communities and individual households are devastated through having to choose between heating, eating, and prescription drugs and would be further impoverished without our programs. The energy programs contribute to the health and safety of our clients, lower the consumption for greenhouse gas producing carbon-based fuels, create stability in housing, and ultimately contribute to national security by lowering dependence on foreign sources of energy.

New initiatives include:

- A four-year contract (2004-2008) with the Massachusetts Technology Collaborative (MTC) to bring renewables and advanced efficiency measures to low-income neighborhoods. Expectations are high that a larger contract will be negotiated for (2009-2013).
- A Ford Foundation (WRAP) Grant (2004-2007) to bring energy related repairs to low-income homeowners to preserve their asset and encouraging the upgrading of their neighborhood. We hope to expand the program state wide through a (2007-2010) extension of the Ford initiative.
- An HHS funded REACH/LASER Grant (2003-2005) to bring case management to a small subset of appropriate fuel assistance clients. We will be seeking funding for a three-year extension of the grant for the existing six agencies and hope to add four more agencies through the LIHEAP state planning process.

#### GOAL

Increase energy affordability through energy efficiency improvements and bill paying assistance.

Outreach of program availability  
Efficient accountable intake and certification  
Referral to the other social programs  
Referral to efficiency programs  
Completion of efficiency improvements  
Energy education

### **EXPANDED SCOPE OF SERVICES**

Improve outreach  
Improve referral process for non-energy needs  
Do more case management and budget counseling  
Develop or upgrade municipal electric's efficiency programs  
Include more energy-efficiency rehab in program delivery directly or by referral.

### **KEY PEOPLE**

Energy Director acts as advocate in regards to program design, funding, recognition, and support for programs locally and nationally and is ultimately responsible to funding sources for delivery of programs.

Assistant Energy Director manages programs, ensures the contract fulfillment to our funding sources and from our 17 sub-grantees.

Conservation Director assists Assistant Energy Director in management of programs and provides technical expertise and leadership within the network. The fuel assistance director oversees LIHEAP and the LASER/REACH programs.

### **FUNDING STRATEGY**

Action Energy needs to maintain its existing contract with public, utility, and private sources. The growth from \$1 million to \$13 million annually has been successful because of the incredible efforts of the staff. We need to constantly re-examine our methods and policies to be flexible and responsible to the daily, weekly, monthly, and annual challenges.

Additional funds may be available through:

- 1) Continuing our Keyspan gas efficiency program for New Hampshire
- 2) Doing more social work case management through an enhanced and expanded HHS REACH grant and expecting a 3-year extension (2006-2008)
- 3) Doing more energy efficiency rehab through a Ford Foundation grant and expanding state wide
- 4) Alternative energy installations expanded statewide (MTC)

### **MEASUREMENT AND EVALUATION**

Action Energy's publicly funded efficiency programs are monitored bi-monthly and accessed annually by DHCD. Action Energy's utility programs are evaluated by utility sponsored independent auditors bi-annually. Action Energy is continually updating its cost benefit information through studies in response to requests by the state (DTE). As lead vendor, Action Energy monitors 17 sub-agencies with field inspections including infra-red scanning and checks in office paper compliance. All jobs (100%) done by the

network are properly assessed and installed. Action convinced the utilities to provide infra-red scanners to all low-income efficiency agencies statewide.

## **7.22 Shelter**

### **ISSUE**

Due to job loss, a lack of affordable housing and increasing substance abuse and mental health issues, a growing number of men and women are becoming homeless or at risk of homelessness and in need of immediate shelter.

This issue is of importance because Action's emergency homeless shelter is the only resource for homeless men and women in our service area.

Failure to address this issue (i.e. to continue funding and operating an emergency shelter) will result in more people on the street, more substance abuse and crime, greater pressure on mental health and substance abuse programs and actual risk of death for homeless men and women.

### **GOAL**

The goal of the program will be to maintain a 20-bed emergency overnight shelter for homeless men and women, providing a warm bed, two meals, substance abuse and mental health counseling, health services, housing search, job training and job development services 365-days a year. However, staying in the shelter will not be the object or end point of the client's search for help. We conceive of the shelter as a starting point, stabilizing the client while assisting him/her with access to services that will help them to move from homelessness to greater self-sufficiency.

### **SCOPE OF SERVICES**

The following existing services will continue to be provided at Action's Emergency Homeless Shelter:

- a warm bed for twenty men/women 365 nights a year
- two hot meals
- showers and laundry
- substance abuse and mental health counseling
- health care services
- transportation to appointments, medical services
- job training/ counseling/job development through HUD-funded Project Achievement
- referrals to area services, treatment facilities, etc.
- housing search to help clients move from shelter into transitional and permanent housing.
- case management
- quick response to emergency health needs

### **QUEST:**

In addition to the shelter, Action QUEST program provides housing vouchers to 10 individuals in Essex County through the HOPWA program. Individuals getting healthier with new medication receive supportive services to reduce barriers to employment. QUEST has \$530,000 from HUD to purchase a central 10 unit apartment building in Essex County.

Expanded services:

- Case management will be improved to be more goal oriented and time limited.
- Construct four to five new unit of housing at Shelter: This housing initiative will be funded with HOME dollars and increase available affordable housing in Gloucester. ZBA approval is necessary to move forward with this project. We expect final fund approval by November. The project is ranked first of eight by the Continuum of Care for this year's available dollars.
- Construct a new kitchen: The Shelter will build a new kitchen this year that meets current health codes. The CDBG has approved a zero-interest loan for this construction.
- Purchase a central QUEST building.

**KEY PEOPLE AND PARTNERS:**

- DTA as Emergency Shelter primary funding source;
- HOME Continuum of Care as primary funding source for new units;
- CDBG as primary funding source for new kitchen;
- Shattuck Training Services for necessary staff seminars;
- Addison Gilbert Hospital for health referrals;
- Bay Ridge Psychiatric Hospital for mental health referrals;
- The Partnership MASS Health Alliance for aftercare tracking services;
- Project Discover for substance abuse treatment;
- Action, Inc., for employment training and other services

**FUNDING STRATEGY:**

We will continue to seek appropriate grants to meet new needs and to supplement existing services. The addition of the new construction efficiency units will generate additional revenue upon their completion. At an estimated subsidy of \$850.00 per unit, the five units will generate a total of \$51,000.00 yearly. The overhead on these units will be negligible, as they can be overseen by the shelter staff.

If an appropriate site is found for the HOPWA program, it will likely need matching funds.

**MEASUREMENT AND EVALUATION:**

The benefit of the program is that it helps homeless men and women to get off the street and into programs that will help them become more self-sufficient. Success of the program will be measured in the following ways:

- Number of homeless people sheltered
- Number of homeless who move into transitional or permanent housing
- Temporary employment placements and employment supports provided
- Anecdotal and statistical reports on progress of clients
- Ongoing positive case management outcomes

### **7.3 Housing**

**ISSUE:** The disparity between housing costs and family incomes is greater than it has ever been. Low-income individuals cannot afford to buy a home, and lower income individuals are at severe risk of being unable to pay their rent. There is a rising rate of evictions.

#### **GOALS :**

- 1) Reduce cost burdens on homeowners and renters through weatherization, conservation and rehabilitation
- 2) Prevent homelessness through emergency assistance, supportive services and legal aid
- 3) Develop 15 new permanently affordable rental housing units
- 4) Position the agency better as advocate for raising public commitment to affordable housing

### **EXISTING/EXPANDED/PROPOSED SCOPE OF SERVICES**

Current efforts include:

- 1) Weatherization, conservation and fuel assistance lower household energy costs. A secondary benefit of these programs is that a greater percentage of household income is made available to cover rent/mortgage, and thus is one of many factors contributing to *maintaining* current housing for low-income residents.
- 2) Advocacy prevents evictions and foreclosures through emergency rental/mortgage assistance, Tenant Based Rental Assistance (TBRA), budget counseling, free legal services for landlord/tenant issues and case management to alleviate crisis situations that lead to homelessness. The long term goal of the program is to help families reach stability and greater economic security. (see 7.11)
- 3) The MassHousing loan officer at Action provides 0% interest lead-paint removal loans to qualified homeowners. This program no longer provides first-time homebuyer assistance because there are no longer any lower income first-time buyers.
- 4) The emergency shelter keeps homeless off the streets, provides case management and referrals to health, housing, substance abuse and employment services. (see 7.22)
- 5) Project Achievement provides case management, job development, and training to homeless individuals, helping them move to transitional housing and helping them to get and hold down a job. (see 7.20)
- 6) QUEST provides 10 housing vouchers for individuals with HIV/AIDS in Essex County with funding from HUD HOPWA.

- 7) Action owns and manages a 11 unit apartment building in Gloucester at affordable rents.
- 8) Action is also a participating member of the North Shore HOME Consortium, and Massachusetts Alliance for the Homeless.

Expanded efforts in the area of housing include:

- 1) Developing 5 affordable rental units at the shelter
- 2) Purchase a central site for 10 permanently affordable units through HOPWA/QUEST.
- 3) Work with Rockport Preservation Committee to develop an affordable rental solution in Rockport

### **KEY PEOPLE**

The key community advocates who are responsible for playing lead roles in housing are: the Executive Director, Weatherization and Conservation Director, Advocacy Director, Attorney, Employment & Training Director, and Shelter Director.

### **FUNDING STRATEGY**

The key housing funding sources are:

- Loans: Mass Housing (current)
- Advocacy: Rockport Preservation Committee, CSBG, and legal foundations (new)
- Homeless: DTA, HUD (current); private foundations (new)
- Permanent rental housing: HUD, HOME Consortium, City of Boston, Gloucester CDBG, JRI

### **MEASUREMENT/EVALUATION**

- 1) Number of intervention cases where homelessness is prevented;
- 2) Number of homeless individuals who move into permanent or transitional housing; and
- 3) Number of permanent affordable housing units created.

## **7.4 Support for vulnerable populations**

### **HEMOCARE**

#### **PROGRAM ISSUE STATEMENT:**

Action HomeCare provides Personal Care and Homemaking Services to the elderly and disabled adults in the Cape Ann area. Personal Care services include: assisting with bathing, toileting, dressing, medication reminders, meal preparation, and other personal care needs. Homemaking services include: cleaning, vacuuming, dusting, laundry, grocery shopping and other weekly cleaning around the house. Towns included in the service area are Gloucester, Essex, Manchester, Ipswich and Rockport. Currently there are 70 workers (full and part time) providing homecare services to over 400 people on weekly basis. Last year, this amounted to 66, 741 hours of service generating \$1,153,952.00 in revenue.

The Commonwealth of Massachusetts has set in motion new guidelines for elder care emphasizing the least restrictive care which encouraging home care, and choice where clients can hire and supervise their own worker. The “least restrictive care” offers an opportunity for more frail elders to remain in their homes. However they will require additional kinds of services.

At times, elders need more than routine homemaking and personal care services. Companionship, escort services to events and short term overnight/weekend respite are three such services that elders and caregivers/families could benefit. Action wants to grow to meet the additional requirements of the elderly population.

Worker availability, training and retention remain the highest priority. Without a stable work force, there can be no homecare. As state funding decreases and/or changes direction, increasing the client base with more private pay clients will grow the business

### **PROGRAM GOALS**

To provide quality personal care and homemaking services to the elderly and disabled.  
To recruit and train new workers so that employee pool can keep pace with the demand for services.

To expand services into new areas: companionship, escort and overnight respite.

### **EXISTING/EXPANDED/PROPOSED SCOPE OF SERVICES:**

- To provide personal care and homemaking services to 600+ clients per year in the Cape Ann area.
- To continue 24/7 staffing of McPherson Park, a supportive housing program.
- To increase private pay through current contacts and direct mail advertising.
- To expand into shift/overnight services when demand exists.
- To hire shift workers when demand exists.
- To train new workers in basic homemaking skills with a 40-hour curriculum within the first 6 months of hire.
- To train workers in personal care skills with a 20-hour course.
- To provide continuing education for all Home Care workers (6 hours per year).

**KEY PEOPLE and PARTNERS:** The Director of Home Care has the responsibility for the over-all strategy of the program, hiring of personnel and initial training. The R.N. Nurse has the responsibility for worker supervision, supervision of the LPN/supervisors, Personal Care Training and CEU’S. The office administrator and scheduler orchestrate and coordinate the flow of work and services. Most important of all are the Home Care workers who provide the services to the elderly.

Action HomeCare partners with the local Home Care Agency: Senior Care, our largest contractor and on a much smaller basis with Mass Rehabilitation Commission and the Mass Commission for the Blind and PACE. Private pay is available in all of the communities.

**FUNDING STRATEGY:** Income is derived on a “per hour” rate of service. Currently it is \$17.49 per hour for contracts with Senior Care, Ma Rehabilitation Commission, the Mass Commission for the Blind and PACE, and \$18.50 per hour for private pay.

**MEASUREMENT/EVALUATION:** Senior Care, a major contractor, formally evaluates the program. At a minimum, workers and clients are supervised and evaluated quarterly. Quality of service and client satisfaction is our most important responsibility.

### **7.5 Agency Capacity**

Agency capacity is addressed in the Internal Needs Assessment (sec.5 ) and the fundraising strategy is discussed in section 10

## **8.0 Evaluation of CSBG National Goals and Performance Indicators**

### 8.0 Evaluation of CSBG National Goals and Indicators of Community Action Performance

Each program in the agency completes monthly and bi-annual progress reports and a bi-annual “results and learning” evaluation, as well as reports to each individual funder. Specific goals for each program are set annually.

Program	National Goal & Performance Indicator	Method of evaluation
<p><b>#1 – Advocacy</b></p> <p><i>Benefits advocacy &amp; supportive services</i></p> <p><i>money management &amp; TBRA</i></p> <p><i>Legal aid and FEMA</i></p>	<p><u>Goal:</u> (1) Low-income people become more self-sufficient</p> <p><u>Indicator- Employment Supports:</u> The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community Action (1.2 A-1)</p> <p><u>Indicator-Economic Asset Utilization:</u> Number and percent of participants in tax preparation programs who identify any type of Federal or State tax credit and the aggregated dollar amount of credits. (1.3.A.1) Number and percent demonstrating ability to complete and maintain a budget for over 90 days (1.3 B.1) Number and percent pursuing post-secondary education due to savings (1.3.B.3.b.)</p> <p><u>Goal:</u> (6) Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems</p> <p><u>Indicator- Emergency Assistance:</u> The number of low-income individuals or families served by community Action that sought emergency assistance and the percentage of those households for which assistance was provided: legal aid, emergency rent/mortgage assistance</p>	<p>Tracking of client progress through regular case management meetings, and follow-up interviews. Monthly program reports.</p>

Program	National Goal & Performance Indicator	Method of evaluation
<p><b>#2 – Employment &amp; Training</b> <i>Job development</i></p> <p><i>education, training &amp; supportive services</i></p> <p><i>money management</i></p> <p><i>education &amp; training program development</i></p> <p><i>Project Achievement</i></p>	<p><u>Goal:</u> (1) Low-income people become more self-sufficient <u>Indicator – Employment</u> The number and percentage of low-income participants in community Action employment initiatives who get a job or become self-employed as measured by the number who are unemployed and obtain a job (1.1A)</p> <p><u>Indicator- Employment Supports:</u> The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community Action (1.2 A-1)</p> <p><u>Indicator-Economic Asset Utilization:</u> Number and percent demonstrating ability to complete and maintain a budget for over 90 days (1.3 B.1)</p> <p><u>Goal(2):</u> The Conditions in which Low-Income People Live are Improved <u>Indicator – Community Improvement and Revitalization:</u> Accessible preserved or increased educational and training placement opportunities for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post-secondary education (2.1.H.)</p> <p><u>Goal(3):</u> Low-Income People Own a Stake in their Community</p> <p><u>Indicator – Community Empowerment/Maximum Feasible Participation:</u> Number of low-income people acquiring businesses in their community as a result of community Action assistance (3.2.B.)</p>	<p>Client records are updated weekly for 30 days post placement from information gathered in person or by phone, updated bi-weekly 30-60 days, updated monthly thereafter unless intervention is needed; with client and/or employer or job counseling if new employment site is necessary</p>

Program	National Goal & Performance Indicator	Method of evaluation
<p><b>#3 – COMPASS</b>  <i>alternative education, life skills, supportive services</i></p> <p><i>vocational coaching/job placement</i></p> <p><i>Facility</i></p> <p><i>Program development</i></p>	<p><u>Goal (1):</u> Low-income people become more self-sufficient  <u>Indicator – Employment Supports:</u> Number of youth who obtained pre-employment skills/competencies required for employment and received training program certificate or diploma; Number of youth who completed high school and received diploma or GED (1.2.A-B)</p> <p><u>Indicator – Employment</u> The number and percentage of low-income participants in community Action employment initiatives who get a job or become self-employed as measured by the number who are unemployed and obtain a job (1.1A)</p> <p><u>Goal (2):</u> The conditions in which low-income people live are improved  <u>Indicator - Community Quality of Life and Assets:</u> Increase in availability of community facilities (2.2.B)</p> <p><u>Indicator – Community Improvement and Revitalization:</u> Accessible preserved or increased educational and training placement opportunities for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post-secondary education (2.1.H.)</p>	<p>Client records are updated weekly for 30 days post placement from information gathered in person or by phone, updated bi-weekly 30-60 days, updated monthly thereafter unless intervention is needed; with client and/or employer or job counseling if new employment site is necessary</p>

Program	National Goal & Performance Indicator	Method of evaluation
<p>#4 – Energy Affordability <i>LASER</i></p>	<p><u>Goal(1)</u>: Low – income people become more self-sufficient <u>Indicator- Employment Supports</u>: The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community Action (1.2 A-1)</p> <p><u>Indicator – Economic Asset Enhancement and Utilization</u>: Number and percentage enrolled in telephone lifeline and/or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings. (1.3.A.3) Number and percent demonstrating ability to complete and maintain a budget for over 90 days. (1.3.B.1)</p>	<p>Action Energy files monthly and annual reports for Department of Energy and Health and Human Services that establish whether all utility programs have met their numerous goals. DOE and HHS do annual program management assessments of each program under the auspices of DHCD.</p>
<p><i>Weatherization</i></p>	<p><u>Goal(2)</u>: The conditions in which low-income people live are improved <u>Indicator – Community Improvement and Revitalization</u>: Safe and affordable housing units in the community preserved or improved through weatherization and rehabilitation achieved by community Action activity or advocacy.(2.1.C)</p>	
<p><i>Energy Advocacy</i></p>	<p><u>Indicator - Community Quality of Life and Assets</u>: Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets. (2.2.A)</p>	
<p><i>Energy Advocacy</i></p>	<p><u>Goal(4)</u>: Partnerships Among Supporters and Providers of Service to Low-Income People are Achieved. <u>Indicator – Expanding Opportunities through Community-Wide Partnerships</u>: Number of organizations, both public and private, community Action actively works with to expand resources and opportunities in order to achieve family and community outcomes (4.1)</p>	
<p><i>Fuel assistance</i></p>	<p><u>Goal(6)</u>: Low-Income People, Especially Vulnerable Populations, Achieve their Potential by Strengthening Family and Other Supportive Systems <u>Indicator – Emergency Assistance</u>: The number of low-income households served by community Action that sought emergency assistance and the percentage of those households for which assistance was provided through fuel assistance. (6.2.B)</p>	

Program	National Goal & Performance Indicator	Method of evaluation
<p><b>#5 – Emergency Homeless Shelter</b> <i>Supportive services</i></p>	<p><u>Goal:</u> (1) Low-income people become more self-sufficient <u>Indicator – Employment:</u> The number and percentage of low-income participants in community Action employment initiatives who get a job or become self-employed as measured by the number who are unemployed and obtain a job (1.1A)</p> <p><u>Indicator- Employment Supports:</u> The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community Action (1.2 A-1)</p> <p><u>Goal (2):</u> The conditions in which low-income people live are improved <u>Indicator – Community Improvement and Revitalization:</u> Safe and affordable housing units created in the community (2.1.B)</p> <p><u>Goal:</u> (6) Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems <u>Indicator- Emergency Assistance:</u> The number of low-income individuals or families served by community Action that sought emergency assistance and the percentage of those households for which assistance was provided: temporary shelter (6.2.C)</p>	<p>Client supportive services, tracking and follow-up.</p>
<p><i>HOPWA and shelter rental units</i></p>	<p><u>Goal:</u> (6) Low income people especially vulnerable populations achieve their potential by strengthening family and other supportive systems <u>Indicator – Independent Living:</u> The number of vulnerable individuals (frail elders and people with disabilities) receiving services from community Action that maintain an independent living situation as a result of those services</p>	<p>Count number of unduplicated client intake forms. Customer satisfaction surveys.</p>
<p><b>#6 – Homecare</b></p>	<p><u>Goal:</u> (6) Low income people especially vulnerable populations achieve their potential by strengthening family and other supportive systems <u>Indicator – Independent Living:</u> The number of vulnerable individuals (frail elders and people with disabilities) receiving services from community Action that maintain an independent living situation as a result of those services</p>	<p>Count number of unduplicated client intake forms. Customer satisfaction surveys.</p>

Program	National Goal & Performance Indicator	Method of evaluation
<p>#7 – Agency Capacity Development</p> <p>Linkages</p> <p>Project Uplift &amp; other volunteers</p> <p>Board</p>	<p><u>Goal:</u> (5) Agencies increase their capacities to achieve results</p> <p><u>Indicator – Broadening the Resource Base:</u> Increase in number of funding sources and total dollars mobilized by the agency</p> <p><u>Goal(4):</u> Partnerships Among Supporters and Providers of Service to Low-Income People are Achieved.</p> <p><u>Indicator – Expanding Opportunities through Community-Wide Partnerships:</u> Number of organizations, both public and private, community Action actively works with to expand resources and opportunities in order to achieve family and community outcomes (4.1)</p> <p><u>Goal(3):</u> Low-Income People Own a Stake in their Community</p> <p><u>Indicator – Civic Involvement:</u> Number of volunteer hours donated to community Action (3.1)</p> <p><u>Indicator – Community Empowerment/Maximum Feasible Participation:</u> The number of low-income people mobilized as a direct result of community Action initiative to engage in activities that support and promote their own well-being and that of their community as measured by: (A) Number of low-income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy setting through community Action efforts (3.2.A)</p>	<p>Ratio of funds leveraged</p>

## **9.0 Linkages**

## 9.0 Linkages

Action creates programs and activities designed to impact positively the issues identified as confronting low-income residents of the five communities. In addition, Action maintains linkages with 110 organizations at the local, county, state and national levels.

Action already has a number of such linkages in place, including systems for imparting information, for making referrals, for offering case management and follow-up to those whom we have given assistance.

In programs that help people become more self-sufficient, such as advocacy for clients experiencing income maintenance and housing problems, existing linkages include a system of referrals that help clients access services that complement those which they are already receiving from Action. For example they may be referred to such organizations as United Way, Catholic Charities, community churches and other private groups that provide emergency cash assistance to help with the payment of rent and utility arrearages.

Action also offers extensive supportive services to individuals and families at risk. Once current problems have been analyzed and solved, families can continue to move toward greater self-sufficiency with the help of a step-by-step service plan and regular counseling or referrals for counseling around personal, financial, mental health and substance abuse laws.

Follow-up is an important component of case management linkages because of the importance of evaluating the efficacy of the services rendered, and the referrals made and their outcomes. This is particularly necessary when helping individuals and families experiencing financial and housing crisis or in making sure that guests who transition out of Action's emergency homeless shelter do not become homeless again.

Therefore, in addition to existing linkages, Action proposes to expand information, referral, case management and follow-up linkages by building new components into each program that will attempt to fill potential gaps in services that any individual who comes first to Action might experience. We will attempt to achieve this by expanding our central referral and Information System through the use of paid and volunteer staff. Action has improved follow-up and outcome measurement in its service programs in the last three years. Action will streamline this process through the completion of its Information System. This System is being inputted with the progress of each client during his or her time in a program, and after they enter employment.

Service staff and case managers will meet regularly with clients in ongoing cases and they will also establish linkages with other agencies that might be serving the same clients. They will also meet with employees to follow-up on client progress and anticipate problems that might arise so that timely solutions may be worked out.

The major partners that we work with to provide wrap-around support to individuals in need are listed below.

Employment & Training:

Department of Housing and Urban Development  
Snug Harbor  
Moore's Way  
Mass Rehab  
Bay State College  
North Shore Community College  
Millennium Training Institute  
Commonwealth Corporation  
Department of Housing and Community Development  
North Shore Continuum of Care Homeless Services Consortium  
North Shore Career Center of Salem and Gloucester  
Gloucester High School  
Emmaus  
Lynn Shelter Association  
North Shore Community Health  
Link House  
Shaw Fund  
North Shore Workforce Investment Board

Advocacy & Housing:

Neighborhood Legal Services  
Gloucester Housing Authority  
Shaw Fund for Mariner's Children  
Cape Ann Interfaith Council  
Senior Care  
YMCA SRO  
Department of Transitional Assistance  
Department of Mental Health  
Rockport Housing Authority  
Ipswich Housing Authority  
Manchester Housing Authority  
St. John's Church  
St. Peter's Church  
North Shore Community Action Programs (NSCAP)  
Catholic Charities  
St. Vincent de Paul Society (St. Ann's, St. Peter's)  
City of Gloucester Community Development Block Grant  
Mass Housing Lead Paint Abatement Program  
Rockport Community Preservation Committee  
Cape Ann Food Pantry/Open Door  
MassHealth  
MassRehab

Veterans Assistance  
Pathways for Children  
Hope Chest  
Second Glance  
Consumer Credit Counseling  
Children's Friend & Family Services  
Health and Education Services (HES)  
Help for Abused Women and Children (HAWC)  
Wellspring  
Community Teamwork  
North Shore AIDS Health Project  
Independent Living Center  
Essex County Bar Association

Shelter Linkages are same as above, with the addition of:

Addison Gilbert Hospital  
Lynn Shelter  
Crombie Street Shelter  
Tri-City Mental Health Agency  
North Shore Visiting Nurses  
Housing Opportunities for Persons with AIDS (Department of Housing and Urban Development)  
Psychiatric hospitals  
Substance Abuse Hot Line  
12-step programs  
CAB, substance abuse services in Danvers  
Department of Social Services  
Community Teamwork Inc, Lowell and CASCAP, Cambridge for vouchers  
Justice Resource Institute, Assisted Living Program vouchers  
AIDS Housing Corporation  
Independent Living Center of the North Shore  
Transition Intervention Project, Beverly

Energy Affordability:

Action Energy administers the Energy affordability programs for 15 Community Action Agencies, 1 city and 1 housing agency.

Major contracts include:

- State of Massachusetts,
- one electric utility –NGRID (MA, RI, NH),
- one gas utility-Keyspan (MA and NH),
- two municipal governments, Peabody and Danvers,
- Oak Ridge National Labs
- REACH, Department of Health and Human Services
- Ford Foundation WRAP (Weatherization, Rehab and Asset Preservation)
- Massachusetts Technology Collaborative (MTC) renewable energy

Active participating members including:

- LEAN (Low-income Energy Affordability Network)
- New England Community Action Association (chair)
- National Community Action Foundation
- The Low Income Peer Exchange
- National Regulatory Utility Commission
- National Energy Assistance Director's Association
- National Association of Regulatory Utility Commissioners
- National Association of State Consumer Advocates
- Energy Demand Side Management Professionals Association
- New England Demand Response Initiative
- Massachusetts Community Action Partnership
- Massachusetts Energy Directors Association
- New England ISO

Homecare:

Senior Care  
Mass Rehabilitation Commission  
Commission for the Blind  
PACE

COMPASS Youth Program:

City of Gloucester Community Development Block Grant  
Department of Youth Services  
Gloucester District Court  
Gloucester High School  
Health and Education Services  
North Shore Workforce Investment Board  
Linden Foundation  
McCarthy Family Foundation  
Millipore Foundation  
Peter and Elizabeth C. Tower Foundation  
YMCA

## **10 Funding Strategy**

## 10. Funding Strategy

Action serves as an umbrella to eight major programs ranging from HEADSTART to care for the elderly. Each program shares the overall administrative costs, thus saving the community what would be the cost of eight separate administrations.

Action's funding sources are as follows:

- 54% public utilities
- 31% federal funds
- 13% state and local funds
- 2% foundations and other charitable contributions

The CSBG grant is approximately \$278,000. Each Action program is partially funded through this grant. In addition, Action uses CSBG in the following ways:

- To provide funding for activities which have no other readily available ongoing support (e.g. Action's Advocacy and Legal Aid Program)
- To provide administrative support to all programs
- To provide "seed money" for new solutions to local problems

Under the direction of the Executive Director and approval of the Board of Directors, the Planner and program directors write and renew grant applications to foundations, corporations, and state and federal entities to serve the needs outlined in this plan. The board of directors will set and achieve one fundraising goal to support needs of this plan. New program grants will be written to expand services in the areas where Action has the capacity to solve severe community problems, including:

- LASER (Leveraging Assets for Self-Sufficiency through Energy Resources)
- Education and training programs including healthcare field and adult basic education
- Alternative education and services for youth
- Supportive services for homeless and individuals in transitional housing
- Homelessness prevention (rental assistance, advocacy)
- Money management

Action will seek to increase unrestricted revenue through two coordinated direct mail appeals annually. Action aims to hold one event annually for the purpose of better informing the public and improving networks in the private charitable community on Cape Ann.

**Appendix**

**Results of Action 2005 Community Needs Survey**

**Survey Instrument**

2005 Community Needs Survey

<b>Age 62 &amp; Under Community Issues</b>	<b>Average Severity Ranking</b>
High cost of heating fuel and electricity	3.59
Shortage of affordable housing	3.57
Shortage of good paying jobs.	3.55
Drug abuse	3.5
Alcoholism	3.41
High cost of water and sewer bills	3.29
High cost of food	3.27
Difficulty in obtaining health insurance	3.18
Unemployment	3.14
Little or no activities for youth	3.08
Lack of affordable legal services	3.06
Overcrowded housing	2.99
HIV/AIDS	2.96
Elderly need for care at home	2.92
Shortage of affordable day care	2.9
Family violence / child abuse / spouse abuse	2.89
Access to health care	2.89
Mental illness and emotional problems	2.86
Crime	2.7
Lack of adequate education and training	2.69
Racial or ethnic discrimination	2.37
Inadequate public transportation.	2.3
Gang activity	2.02

2005 Community Needs Survey

<b>Gloucester Community Issues</b>	<b>Average Severity Ranking</b>
Drug abuse	3.58
High cost of heating fuel and electricity	3.57
Shortage of affordable housing	3.51
Shortage of good paying jobs.	3.49
Alcoholism	3.45
High cost of food	3.45
High cost of water and sewer bills	3.43
Unemployment	3.19
HIV/AIDS	3.14
Difficulty in obtaining health insurance	3.1
Lack of affordable legal services	3.06
Little or no activities for youth	3.04
Overcrowded housing	3.01
Family violence / child abuse / spouse abuse	3
Elderly need for care at home	2.91
Crime	2.89
Mental illness and emotional problems	2.87
Access to health care	2.82
Shortage of affordable day care	2.78
Lack of adequate education and training	2.74
Racial or ethnic discrimination	2.36
Gang activity	2.33
Inadequate public transportation.	2.3

## 2005 Community Needs Survey

Rockport Community Issues	Average Severity Ranking
High cost of heating fuel and electricity	3.61
Shortage of affordable housing	3.44
High cost of water and sewer bills	3.3
High cost of food	3.3
Shortage of good paying jobs.	3.18
Lack of affordable legal services	3
Little or no activities for youth	2.88
Unemployment	2.82
Alcoholism	2.82
Difficulty in obtaining health insurance	2.81
Elderly need for care at home	2.81
Drug abuse	2.75
Overcrowded housing	2.73
Shortage of affordable day care	2.68
Family violence / child abuse / spouse abuse	2.6
Mental illness and emotional problems	2.56
Access to health care	2.52
Lack of adequate education and training	2.36
HIV/AIDS	2.27
Racial or ethnic discrimination	2.22
Crime	2.02
Inadequate public transportation.	1.95
Gang activity	1.56

## 2005 Community Needs Survey

<b>Ipswich Community Issues</b>	<b>Average Severity Ranking</b>
High cost of heating fuel and electricity	3.33
Shortage of affordable housing	3.18
High cost of water and sewer bills	3.08
High cost of food	3.03
Drug abuse	2.93
Alcoholism	2.85
Shortage of good paying jobs.	2.8
Crime	2.78
Inadequate public transportation.	2.76
Difficulty in obtaining health insurance	2.76
Little or no activities for youth	2.74
Access to health care	2.7
Lack of affordable legal services	2.65
Unemployment	2.63
Mental illness and emotional problems	2.62
Shortage of affordable day care	2.52
Elderly need for care at home	2.52
Family violence / child abuse / spouse abuse	2.41
Lack of adequate education and training	2.38
Overcrowded housing	2.36
Racial or ethnic discrimination	2.22
HIV/AIDS	2.11
Gang activity	1.88

## 2005 Community Needs Survey

<b>Essex Community Issues</b>	<b>Average Severity Ranking</b>
High cost of heating fuel and electricity	3.69
Access to health care	3.5
Difficulty in obtaining health insurance	3.44
High cost of water and sewer bills	3.21
Shortage of good paying jobs.	3.2
Shortage of affordable day care	3.14
Drug abuse	3.13
Inadequate public transportation.	3.1
High cost of food	3.08
Shortage of affordable housing	3
Overcrowded housing	2.89
HIV/AIDS	2.8
Unemployment	2.75
Family violence / child abuse / spouse abuse	2.71
Little or no activities for youth	2.67
Alcoholism	2.63
Elderly need for care at home	2.63
Lack of adequate education and training	2.33
Racial or ethnic discrimination	2.33
Mental illness and emotional problems	2.14
Lack of affordable legal services	2
Crime	1.7
Gang activity	1.5

## 2005 Community Needs Survey

<b>Manchester Community Issues</b>	<b>Average Severity Ranking</b>
High cost of food	3.62
High cost of heating fuel and electricity	3.46
High cost of water and sewer bills	3.39
Inadequate public transportation.	3.31
Shortage of affordable housing	3
Difficulty in obtaining health insurance	2.91
Alcoholism	2.86
Lack of affordable legal services	2.86
Shortage of affordable day care	2.78
Drug abuse	2.55
Elderly need for care at home	2.38
Shortage of good paying jobs.	2.36
Little or no activities for youth	2.3
Racial or ethnic discrimination	2.2
Lack of adequate education and training	2
Mental illness and emotional problems	2
Access to health care	1.78
Unemployment	1.67
Family violence / child abuse / spouse abuse	1.67
Crime	1.6
Overcrowded housing	1.56
HIV/AIDS	1.33
Gang activity	1.22

2005 Community Needs Survey

**Part A. Community Issues (describe if you believe it is a problem in your community)**

**1. High cost of heating fuel and electricity**

	Frequency	Percent
4-Major problem	326	69%
3-Moderate problem	100	21%
2-Minor problem	28	6%
1-Not a problem	17	4%
Total	471	100%
Avg. severity rank	3.56	

**2. Shortage of affordable housing**

	Frequency	Percent
4-Major problem	294	64%
3-Moderate problem	108	24%
2-Minor problem	32	7%
1-Not a problem	25	5%
Total	459	100%
Avg. severity rank	3.46	

**3. Drug abuse**

	Frequency	Percent
4-Major problem	286	64%
3-Moderate problem	100	22%
2-Minor problem	27	6%
1-Not a problem	36	8%
Total	449	100%
Avg. severity rank	3.42	

**4. High cost of food**

	Frequency	Percent
4-Major problem	279	57%
3-Moderate problem	142	29%
2-Minor problem	45	9%
1-Not a problem	21	4%
Total	487	100%
Avg. severity rank	3.39	

**5. High cost of water and sewer bills**

	Frequency	Percent
4-Major problem	256	59%
3-Moderate problem	119	27%
2-Minor problem	34	8%
1-Not a problem	28	6%
Total	437	100%
Avg. severity rank	3.38	

**6. Alcoholism**

	Frequency	Percent
4-Major problem	253	56%
3-Moderate problem	124	27%
2-Minor problem	41	9%
1-Not a problem	35	8%
Total	453	100%
Avg. severity rank	3.31	

**7. Shortage of good paying jobs**

	Frequency	Percent
4-Major problem	255	57%
3-Moderate problem	139	31%
2-Minor problem	23	5%
1-Not a problem	31	7%
Total	448	100%
Avg. severity rank	3.38	

**8. Unemployment**

	Frequency	Percent
4-Major problem	170	38%
3-Moderate problem	172	39%
2-Minor problem	66	15%
1-Not a problem	34	8%
Total	442	100%
Avg. severity rank	3.08	

**9. Difficulty in obtaining health insurance**

	Frequency	Percent
4-Major problem	189	46%
3-Moderate problem	109	27%
2-Minor problem	52	13%
1-Not a problem	57	14%
Total	407	100%
Avg. severity rank	3.06	

**10. Lack of affordable legal services**

	Frequency	Percent
4-Major problem	150	41%
3-Moderate problem	113	31%
2-Minor problem	57	16%
1-Not a problem	46	13%
Total	366	100%
Avg. severity rank	3.00	

2005 Community Needs Survey

**11. Little or no activities for youth**

	Frequency	Percent
4-Major problem	161	40%
3-Moderate problem	123	31%
2-Minor problem	65	16%
1-Not a problem	54	13%
Total	403	100%
Avg. severity rank	2.97	

**12. HIV/AIDS**

	Frequency	Percent
4-Major problem	129	38%
3-Moderate problem	110	32%
2-Minor problem	56	16%
1-Not a problem	49	14%
Total	344	100%
Avg. severity rank	2.93	

**13. Overcrowded housing**

	Frequency	Percent
4-Major problem	131	35%
3-Moderate problem	121	32%
2-Minor problem	73	19%
1-Not a problem	50	13%
Total	375	100%
Avg. severity rank	2.89	

**14. Family violence/child abuse/spouse abuse**

	Frequency	Percent
4-Major problem	128	30%
3-Moderate problem	162	38%
2-Minor problem	84	20%
1-Not a problem	49	12%
Total	423	100%
Avg. severity rank	2.87	

**15. Elderly need for care at home**

	Frequency	Percent
4-Major problem	124	33%
3-Moderate problem	125	33%
2-Minor problem	72	19%
1-Not a problem	58	15%
Total	379	100%
Avg. severity rank	2.83	

**16. Mental illness and emotional problems**

	Frequency	Percent
4-Major problem	85	23%
3-Moderate problem	149	41%
2-Minor problem	93	26%
1-Not a problem	37	10%
Total	364	100%
Avg. severity rank	2.77	

**17. Access to health care**

	Frequency	Percent
4-Major problem	140	33%
3-Moderate problem	124	29%
2-Minor problem	79	19%
1-Not a problem	78	19%
Total	421	100%
Avg. severity rank	2.77	

**18. Shortage of affordable day care**

	Frequency	Percent
4-Major problem	104	32%
3-Moderate problem	94	29%
2-Minor problem	73	23%
1-Not a problem	53	16%
Total	324	100%
Avg. severity rank	2.77	

**19. Crime**

	Frequency	Percent
4-Major problem	94	21%
3-Moderate problem	179	40%
2-Minor problem	119	26%
1-Not a problem	58	13%
Total	450	100%
Avg. severity rank	2.69	

**20. Lack of adequate education and training**

	Frequency	Percent
4-Major problem	95	25%
3-Moderate problem	118	31%
2-Minor problem	98	26%
1-Not a problem	65	17%
Total	376	100%
Avg. severity rank	2.65	

2005 Community Needs Survey

**21. Inadequate public transportation**

	Frequency	Percent
4-Major problem	88	20%
3-Moderate problem	107	24%
2-Minor problem	117	26%
1-Not a problem	132	30%
Total	444	100%
Avg. severity rank	2.34	

**22. Racial or ethnic discrimination**

	Frequency	Percent
4-Major problem	65	17%
3-Moderate problem	97	26%
2-Minor problem	106	28%
1-Not a problem	105	28%
Total	373	100%
Avg. severity rank	2.33	

**23. Gang activity**

	Frequency	Percent
4-Major problem	55	14%
3-Moderate problem	83	22%
2-Minor problem	103	27%
1-Not a problem	141	37%
Total	382	100%
Avg. severity rank	2.14	

2005 Community Needs Survey

<b>Household Issues (Under Age 63)</b>	<b>Average severity ranking</b>	
Not being able to pay heating or utility bills	3.11	n=269
Too much debt	2.94	
Not being able to pay the rent or mortgage	2.86	
Not enough money for food	2.72	
Not being able to pay for or get medical insurance for yourself or a member of your family	2.45	
Not having enough training for a good paying job	2.35	
Being denied medical services	2.18	
Unable to get home care for an elderly or disabled person	2.04	
Unable to get a better paying job because of transportation problems	2.04	
Teenagers or children experiencing emotional or behavior problems	2.01	
Unable to pay for or get mental health services for yourself or a member of your family	2	
Family life disrupted by alcohol or drug abuse	1.95	
Concern about housing for aging relative	1.89	
Were a victim of a crime	1.76	
Difficulty getting needed educational services for children	1.72	
Problems with domestic violence	1.68	
Unable to get a job because of daycare problems	1.68	
Not able to read well enough to get a good job or feel secure	1.61	

2005 Community Needs Survey

<b>Gloucester Household Issues</b>	<b>Average severity ranking</b>
Not being able to pay heating or utility bills	2.93
Too much debt	2.58
Not enough money for food	2.48
Not being able to pay the rent or mortgage	2.48
Not being able to pay for or get medical insurance for yourself or a member of your family	2.29
Not having enough training for a good paying job	2.22
Being denied medical services	2
Unable to get home care for an elderly or disabled person	1.95
Teenagers or children experiencing emotional or behavior problems	1.86
Unable to pay for or get mental health services for yourself or a member of your family	1.85
Concern about housing for aging relative	1.83
Family life disrupted by alcohol or drug abuse	1.79
Unable to get a better paying job because of transportation problems	1.71
Were a victim of a crime	1.58
Difficulty getting needed educational services for children	1.56
Unable to get a job because of daycare problems	1.49
Problems with domestic violence	1.48
Not able to read well enough to get a good job or feel secure	1.48

2005 Community Needs Survey

<b>Rockport Household Issues</b>	<b>Average severity ranking</b>
Not being able to pay heating or utility bills	2.75
Not being able to pay the rent or mortgage	2.49
Too much debt	2.4
Not enough money for food	2.34
Not being able to pay for or get medical insurance for yourself or a member of your family	2.02
Not having enough training for a good paying job	1.94
Concern about housing for aging relative	1.87
Unable to get home care for an elderly or disabled person	1.8
Teenagers or children experiencing emotional or behavior problems	1.61
Problems with domestic violence	1.58
Family life disrupted by alcohol or drug abuse	1.57
Unable to get a job because of daycare problems	1.52
Being denied medical services	1.5
Unable to pay for or get mental health services for yourself or a member of your family	1.5
Unable to get a better paying job because of transportation problems	1.5
Not able to read well enough to get a good job or feel secure	1.39
Difficulty getting needed educational services for children	1.36
Were a victim of a crime	1.3

2005 Community Needs Survey

<b>Ipswich Household Issues</b>	<b>Average severity ranking</b>
Not being able to pay heating or utility bills	2.57
Not enough money for food	2.44
Too much debt	2.41
Not being able to pay the rent or mortgage	2.1
Unable to get a better paying job because of transportation problems	1.97
Not being able to pay for or get medical insurance for yourself or a member of your family	1.91
Unable to get home care for an elderly or disabled person	1.89
Concern about housing for aging relative	1.86
Not having enough training for a good paying job	1.76
Being denied medical services	1.71
Unable to pay for or get mental health services for yourself or a member of your family	1.65
Unable to get a job because of daycare problems	1.63
Difficulty getting needed educational services for children	1.62
Teenagers or children experiencing emotional or behavior problems	1.6
Not able to read well enough to get a good job or feel secure	1.41
Were a victim of a crime	1.36
Problems with domestic violence	1.36
Family life disrupted by alcohol or drug abuse	1.23

2005 Community Needs Survey

<b>Essex Household Issues</b>	<b>Average severity ranking</b>
Not being able to pay heating or utility bills	3.43
Not enough money for food	3
Too much debt	3
Not being able to pay for or get medical insurance for yourself or a member of your family	2.73
Not being able to pay the rent or mortgage	2.7
Being denied medical services	2.56
Unable to get a better paying job because of transportation problems	2.43
Teenagers or children experiencing emotional or behavior problems	2
Unable to pay for or get mental health services for yourself or a member of your family	1.88
Family life disrupted by alcohol or drug abuse	1.88
Were a victim of a crime	1.71
Difficulty getting needed educational services for children	1.71
Unable to get a job because of daycare problems	1.71
Not having enough training for a good paying job	1.67
Concern about housing for aging relative	1.57
Unable to get home care for an elderly or disabled person	1.5
Problems with domestic violence	1.38
Not able to read well enough to get a good job or feel secure	1

2005 Community Needs Survey

<b>Manchester Household Issues</b>	<b>Average severity ranking</b>
Not being able to pay heating or utility bills	2.73
Not enough money for food	2.64
Not being able to pay the rent or mortgage	2.6
Not being able to pay for or get medical insurance for yourself or a member of your family	2.56
Too much debt	2.44
Teenagers or children experiencing emotional or behavior problems	1.91
Concern about housing for aging relative	1.78
Being denied medical services	1.63
Unable to get a better paying job because of transportation problems	1.63
Family life disrupted by alcohol or drug abuse	1.6
Not having enough training for a good paying job	1.44
Unable to pay for or get mental health services for yourself or a member of your family	1.43
Unable to get a job because of daycare problems	1.4
Difficulty getting needed educational services for children	1.3
Unable to get home care for an elderly or disabled person	1.29
Were a victim of a crime	1.13
Problems with domestic violence	1.11
Not able to read well enough to get a good job or feel secure	1.1

2005 Community Needs Survey

**Part B. Household issues (if any member of your household has experienced any of these problems)**

**1. Not being able to pay heating or utility bills**

	Frequency	Percent
4-Major problem	196	40%
3-Moderate problem	132	27%
2-Minor problem	65	13%
1-Not a problem	93	19%
Total	486	100%
Avg. severity rank	2.89	

**2. Too much debt**

	Frequency	Percent
4-Major problem	131	33%
3-Moderate problem	86	22%
2-Minor problem	57	14%
1-Not a problem	126	32%
Total	400	100%
Avg. severity rank	2.56	

**3. Not enough money for food**

	Frequency	Percent
4-Major problem	102	21%
3-Moderate problem	140	29%
2-Minor problem	123	26%
1-Not a problem	117	24%
Total	482	100%
Avg. severity rank	2.47	

**4. Not being able to pay the rent or mortgage**

	Frequency	Percent
4-Major problem	123	27%
3-Moderate problem	103	23%
2-Minor problem	82	18%
1-Not a problem	140	31%
Total	448	100%
Avg. severity rank	2.47	

**5. Not being able to pay for medical insurance**

	Frequency	Percent
4-Major problem	132	31%
3-Moderate problem	41	10%
2-Minor problem	50	12%
1-Not a problem	204	48%
Total	427	100%
Avg. severity rank	2.24	

**6. Not having enough training for a good paying job**

	Frequency	Percent
4-Major problem	83	22%
3-Moderate problem	63	16%
2-Minor problem	52	14%
1-Not a problem	184	48%
Total	382	100%
Avg. severity rank	2.12	

**7. Being denied medical services**

	Frequency	Percent
4-Major problem	72	18%
3-Moderate problem	52	13%
2-Minor problem	49	12%
1-Not a problem	228	57%
Total	401	100%
Avg. severity rank	1.92	

**8. Unable to get home care for elderly/disabled**

	Frequency	Percent
4-Major problem	54	16%
3-Moderate problem	49	14%
2-Minor problem	44	13%
1-Not a problem	196	57%
Total	343	100%
Avg. severity rank	1.89	

**9. Concern about housing for aging relative**

	Frequency	Percent
4-Major problem	60	16%
3-Moderate problem	48	13%
2-Minor problem	39	10%
1-Not a problem	235	62%
Total	382	100%
Avg. severity rank	1.82	

**10. Teenagers experience emotional/behavior**

	Frequency	Percent
4-Major problem	53	14%
3-Moderate problem	51	13%
2-Minor problem	47	12%
1-Not a problem	231	60%
Total	382	100%
Avg. severity rank	1.81	

2005 Community Needs Survey

**11. Unable to pay for or get mental health services**

	Frequency	Percent
4-Major problem	55	15%
3-Moderate problem	36	10%
2-Minor problem	41	11%
1-Not a problem	227	63%
Total	359	100%
Avg. severity rank	1.77	

**12. Family life disrupted by alcohol or drug**

	Frequency	Percent
4-Major problem	60	14%
3-Moderate problem	50	12%
2-Minor problem	40	9%
1-Not a problem	284	65%
Total	434	100%
Avg. severity rank	1.74	

**13. Unable to get better job/due to transportation**

	Frequency	Percent
4-Major problem	55	14%
3-Moderate problem	42	11%
2-Minor problem	30	8%
1-Not a problem	256	67%
Total	383	100%
Avg. severity rank	1.73	

**14. Difficulty getting educational services for children**

	Frequency	Percent
4-Major problem	28	7%
3-Moderate problem	45	12%
2-Minor problem	27	7%
1-Not a problem	282	74%
Total	382	100%
Avg. severity rank	1.53	

**15. Were a victim of a crime**

	Frequency	Percent
4-Major problem	35	9%
3-Moderate problem	29	7%
2-Minor problem	50	12%
1-Not a problem	294	72%
Total	408	100%
Avg. severity rank	1.52	

**16. Unable to get a job because of daycare problems**

	Frequency	Percent
4-Major problem	31	8%
3-Moderate problem	34	9%
2-Minor problem	21	6%
1-Not a problem	279	76%
Total	365	100%
Avg. severity rank	1.50	

**17. Problems with domestic violence**

	Frequency	Percent
4-Major problem	36	9%
3-Moderate problem	27	7%
2-Minor problem	32	8%
1-Not a problem	318	77%
Total	413	100%
Avg. severity rank	1.47	

**18. Not able to read well enough to get a good job or feel secure**

	Frequency	Percent
4-Major problem	35	9%
3-Moderate problem	26	7%
2-Minor problem	17	4%
1-Not a problem	312	80%
Total	390	100%
Avg. severity rank	1.45	

**Action, Inc. 2005 Community Needs Survey Instrument**

Action, Inc. is conducting this needs survey to help us develop a plan for serving Cape Ann community for the next three years. We would appreciate the benefit of your opinion about the needs and problems that people face in our community.

All information you give is confidential. The personal information section below is for statistical purposes only.

Thank you for taking the time to complete this survey. Please return completed surveys to Action, 180 Main St., Gloucester, MA 01930 by **April 30, 2005**.

Please fill in the blanks or circle one number for each question

1. I live in    1. Gloucester    2. Rockport    3. Ipswich    4. Essex    5. Manchester
2. Are you    1. Male    2. Female
3. How old are you?    1. 19 or younger    2. 20-35    3. 36-62    4. 63 or over
4. Including yourself how many people live in your household? \_\_\_\_\_
5. What is the total income from all members of your household (include wages, unemployment insurance, welfare benefits, pensions etc.)?    1. Less than 15,000  
2. 15,000-25,000    3. 25,000-35,000    4. 35,000-50,000    5. 50,000 or above
6. What type of housing do you have?    1. own    2. rent    3. subsidized  
4. public    5. homeless    6. other \_\_\_\_\_
7. In the last year, did you have to cut other household costs to pay your rent or mortgage?    Yes  
No
8. If yes, what monthly costs did you cut? (circle all that apply)    1. utilities    2. food    3. health care  
4. transportation    5. housing    6. child care    7. other: \_\_\_\_\_
9. Did you receive Action services in the last year?    Yes    No
10. The services I used were: (circle all that apply)    1. Fuel Assistance    2. Homecare  
3. Employment & Training    4. Homeless Shelter    5. Tenant Assistance  
6. Compass    7. Legal Assistance    8. Home Loan  
9. Other program \_\_\_\_\_

What do you think is the biggest social problem in your community?

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A. <b>Community Issues:</b> Here is a list of common problems. For each one please describe if you believe it is not a problem, a minor problem, or a major problem <b>in your community</b> . (Circle one number in each row.)						
		Not a	Minor	Moderate	Major	Don't
		Problem	Problem	Problem	Problem	Know
1	Unemployment	1	2	3	4	0
2	Shortage of good paying jobs.	1	2	3	4	0
3	Inadequate public transportation.	1	2	3	4	0
4	Alcoholism	1	2	3	4	0
5	Drug abuse	1	2	3	4	0
6	HIV/AIDS	1	2	3	4	0
7	Crime	1	2	3	4	0
8	Gang activity	1	2	3	4	0
9	Family violence / child abuse / spouse abuse	1	2	3	4	0
10	Shortage of affordable housing	1	2	3	4	0
11	Overcrowded housing	1	2	3	4	0
12	Lack of affordable legal services	1	2	3	4	0
13	High cost of water and sewer bills	1	2	3	4	0
14	High cost of heating fuel and electricity	1	2	3	4	0
15	Lack of adequate education and training	1	2	3	4	0
16	Mental illness and emotional problems	1	2	3	4	0
17	Little or no activities for youth	1	2	3	4	0
18	Shortage of affordable day care	1	2	3	4	0
19	Access to health care	1	2	3	4	0
20	Difficulty in obtaining health insurance	1	2	3	4	0
21	Elderly need for care at home	1	2	3	4	0
22	Racial or ethnic discrimination	1	2	3	4	0
23	High cost of food	1	2	3	4	0
24	What other problems do you see in your community?					
B. <b>Household Issues:</b> The following are problems for which people often look for help. If any member <b>of your household</b> has experienced any of these problems, please indicate if it was a minor problem, a moderate problem or a major problem.						
		Not a	Minor	Moderate	Major	Don't
		Problem	Problem	Problem	Problem	Know
1	Not enough money for food	1	2	3	4	0
2	Not being able to pay heating or utility bills	1	2	3	4	0
3	Not being able to pay the rent or mortgage	1	2	3	4	0
4	Unable to get home care for an elderly or disabled person	1	2	3	4	0
5	Being denied medical services	1	2	3	4	0
6	Not being able to pay for or get medical insurance for yourself or a member of your family	1	2	3	4	0
7	Unable to pay for or get mental health services for yourself or a member of your family	1	2	3	4	0
8	Were a victim of a crime	1	2	3	4	0
9	Family life disrupted by alcohol or drug abuse	1	2	3	4	0
10	Problems with domestic violence	1	2	3	4	0
11	Difficulty getting needed educational services for children	1	2	3	4	0
12	Unable to get a job because of daycare problems	1	2	3	4	0
13	Not able to read well enough to get a good job or feel secure	1	2	3	4	0
14	Unable to get a better paying job because of transportation problems	1	2	3	4	0
15	Teenagers or children experiencing emotional or behavior problems	1	2	3	4	0
16	Concern about housing for aging relative	1	2	3	4	0
17	Not having enough training for a good paying job	1	2	3	4	0
18	Too much debt	1	2	3	4	0
19	What other problems should Action be addressing?					

**If you used an Action service, please answer the following questions to let us know how we are doing.**

<b><u>At Action, Inc.</u></b>	<b><u>Yes</u></b>	<b><u>Sometimes</u></b>	<b><u>No</u></b>
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Did you get the help or information you needed?	_____	_____	_____
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Did you get the help or information in a timely way?	_____	_____	_____
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Were you treated with respect?	_____	_____	_____
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Did you feel welcome?	_____	_____	_____
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If you have any special needs or if English is not your first language, were you treated with patience and understanding?	_____	_____	_____
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Would you refer a friend to the program?	_____	_____	_____
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How could we improve?

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**Action, Inc. 2008 CSBG Community Action Plan  
Key Informant Interview Questions**

How do you think Action did over the last year?

What are some areas for improvement? What additional information about Action would be helpful to you?

What trends or issues do you foresee that will impact the low-income community on Cape Ann?

What opportunities do you see for growing or strengthening Action's services to the low-income?

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**Action, Inc. 2005 CSBG Community Action Plan  
Focus Group Questions**

Focus Group Questions

1. What are the most pressing needs of local low-income families?  
*What about families with young children?*  
*What about families with teenagers?*  
*What about individuals living alone?*
  
2. How are local low-income families and individuals getting by?  
*Are people coming up with new ways to cope?*  
*What programs or organizations are helping out and in what ways?*
  
3. What keeps some low-income families from getting help that is available?  
*E.g., fuel assistance, GED, child care, food stamps*
  
4. Have the changes in welfare rules had much of an effect in this community?
  
5. What should be done by organizations that are supposed to help low-income people?  
*e.g. regarding access to health care, affordable housing, changes in welfare rules,  
changes in rules affecting immigrants, public school reform?*
  
6. Are you familiar with Action?  
*Are you aware of any programs of Action? If yes, which ones?*  
*What do you consider their strengths and weaknesses?*
  
7. Have you ever received services from or participated in an Action program?  
*Show of hands.*  
*If yes, which?*
  
8. Do you know anyone at Action you can call?  
*Show of hands.*  
*If yes, who?*  
*You can reach all Action programs by calling 978.282.1000*