



Community Action Committee of Cape Cod & Islands, Inc. CAP Plan 2012-2014 Executive Summary

CACCI's Community Action Plan describes community needs and identifies capacity building and service delivery strategies that CACCI will use to provide a comprehensive and effective continuum of programs and services for low income people living in the Cape and Islands region. Activities funded by the Community Services Block Grant meet the designated National Indicators of performance where indicated and state mandated service delivery areas.

Community Profile

Most of the Cape and Islands towns are made up of smaller villages, each with its own unique cultural and historic characteristics. The towns and their villages, particularly of Barnstable County, vary from the very rural community of Truro on the lower-Cape, to the urban designated SMSA densely populated mid-Cape towns of Yarmouth and Barnstable. Hyannis, one of the seven villages of Barnstable, is the commercial and transportation hub of Cape Cod and a federally designated density of poverty area. It is where the highest percentage of CACCI's 10,146 clients reside.

First settled in the mid-1600s, the towns began as rural fishing and farming communities. Today, while fishing is still an economic force, a substantial majority of the area's economy is service-based, primarily relying on tourism and health and human service agencies. The presence of our elderly population (Barnstable has the highest percentage of elderly of any Massachusetts county) has become even more pronounced as members of the first wave of the baby boom generation seek relocation from other states and other parts of Massachusetts to retire and enjoy the region's natural beauty and quality of life.

The lack of a manufacturing or high-tech base, and our community's reliance on the generally lower paying service sector jobs, along with the fact that many of the elderly population rely on fixed incomes, has resulted in a lower median income for the service area's population than the state-wide average. Barnstable County Commissioners, the Cape Cod Commission, Chambers of Commerce, The Business Roundtable, the Cape and Island Workforce Investment Board and the Cape Cod Technology Council and other community and civic groups have been actively trying to encourage the year-round economy and the creation of sustainable jobs to keep young adults from leaving the region. Efforts include: increasing tourism on "the shoulder months"; the development of high tech sustainable industries; new business starts linked to the environmental movement that, for example, engage in green building construction technologies; the promotion of the growth, harvesting and sales of fresh produce, fish and shellfish and locally prepared foods and the promotion and marketing of the arts and culture economy. A majority of Cape & Islands residents, however, still survive on the lower wages of the leisure and hospitality and retail trade employment sectors with annual wages between \$23,000 and \$29,000 per year. Due to the seasonal nature of this economy based on tourism the unemployment rate increased from 7.2% in 2008 to 12.9% in 2010. In addition, many residents remain employed through the winter but at reduced work hours.

The world wide economic recession and collapse of the financial markets that began in 2009, although officially ended, is continuing here in 2011 with unemployment still at over 7% in the Cape and Islands region. Hunger has become an area of priority and the coordination and access to healthy food resources is an issue being addressed by the Barnstable County Human Services Department. Affordable health insurance, the high cost of prescription drugs and access to dental and mental health care, are also areas of growing need. Solutions are made more difficult by the lack of healthcare professionals and their reluctance to accept public health insurance and Medicare reimbursement.

Because the Cape & Islands is such a desirable place to live for retirees and wealthy second homeowners, the availability and high cost of housing has become one of the most serious issues facing the area's population. The development pressures caused by the retirement and second home and luxury home market growth have seriously threatened the Cape and Island's fragile ecosystem and its sustainability. In response to this growing environmental threat, Cape Codders adopted the Cape Cod Land Bank in 1999. This enabled communities to preserve thousands of acres as open space but at the same time removed much of the remaining buildable land that could support affordable housing for year round families. Cape Cod faces, despite the land preservation efforts that still continue through non profit land preservation organizations and Town purchases fueled with funding from the Community Preservation Act revenues, a wide spread decline in its water quality. The result of the building boom of the 1980's increased amounts of excess nitrogen from septic systems and cesspools that have lead to algae bloom/loss of eel grass and diminished the sustainability of aquatic species. The health of ponds and lakes, salt water estuaries and bays are linked to the recreational opportunities they afford that support the tourist based economy. The opportunity presented by the Community Preservation Act funding, a real estate transfer tax on the sale of a piece of property, has made new additional resources to the 23 towns of the region to support the creation of additional affordable housing, historic preservation and land use conservation and recreation activities. The Town of Chatham, for example created 50 affordable units using Community Preservation funding as a funding source. Chapter 40B has been another resource used by Towns planning and zoning Boards in concert with their affordable housing committees to encourage that 25% of new or substantially renovated housing units is set aside as affordable.

Along with limited affordable housing and low wage jobs, affordable child care is a major concern. CACCI's Child Care Network program, the state's voucher management and professional development contractor reports that 1,241 children under the age of twelve years are on the waiting list for income eligible vouchers that provide tuition support for child care. This represents 766 families that need child care to work or obtain training and education to secure or improve their employment. Families have difficulty in sustaining their life on Cape Cod and the islands resulting in a continuing migration to the mainland reflected in dropping school enrollments.

Transportation is another area affecting the regions' residents that are connected to the mainland by two bridges, ferry service and airline services. While the Cape has excellent highway, bus and air connections to other parts of New England, which expand during the summer months to accommodate the influx of tourists, the region has limited local public transportation options that are both inadequate and inconvenient, forcing many residents to rely on cars for transportation. It

is necessary to note that the Islands have an even more pronounced barrier with the additional necessity of a flight or ferry ride to get there. The lack of sufficient public transportation has had its greatest impact on low-income residents who often cannot afford the costs associated with owning and maintaining a vehicle or are too old or incapacitated to drive.

Community Needs Assessment

A Community Action Program Planning Committee consisting of members representing leadership, management, line staff and the Board met as a whole from January through June with subcommittees meeting separately to implement certain activity tasks: survey development, focus group planning, and staff day planning. A presentation to the Board of Directors, a full day on-site staff strategic planning day, and a meeting of the administrative staff were included as part of the needs identification and primary data collection process. Data collection methods involved the use of printed survey instruments that were distributed to clients, employees, and Board members. *Survey Monkey* was chosen as the tool best suited to get responses from the general public and providers. Focus groups were used to further define the emerging needs of low income people living on the islands of Martha's Vineyard and Nantucket and the continuing and emerging needs of the senior population. The Development Specialist compiled with the assistance of the Director of Compliance and Operations, data from a variety of local, statewide and national sources to provide a comparative context.

The agency priority issue areas identified were examined and evaluated in terms of National Indicators of Community Action Performance and Mandated State Service Delivery areas. Action steps have been defined and will be addressed during 2012-2014. They are ranked in importance based on all survey responses.

Priority Area 1: Rental/ Mortgage/Utility/Fuel Assistance and Homelessness Prevention Services/Emergency Shelters

Action Steps:

1. Increase capacity to educate low income clients on their eligibility for financial assistance/benefits and provide information on the options for trustworthy sources of financial assistance for rental, home mortgage, fuel and utility payments.
2. Expand CACCI services to include providing access to fuel assistance for low income residents of the Cape and Islands region.
3. Continue and expand workshops for low income clients that encourage their self sufficiency in personal financial planning and asset development. Provide for individual and group budget counseling to build their capacity for self sufficiency to meet their financial obligations.
4. Continue to work with and provide leadership for the Regional Network to Address Homelessness on the Cape and Islands. Provide outreach, emergency assistance and education and training and case management services for homeless individuals and families. (See Priority Areas 4, 5.)
5. Provide immigrants with bi-lingual and culturally competent assistance through case management to address their needs for affordable housing, fuel, utilities, emergency housing and necessities. (See Priority Area 5.)
6. Seek funding for homelessness prevention. Seek rental assistance funding to be administered by CACCI on behalf of low income people. Apply for Community

Preservation Funding allocated to the towns of Cape Cod and the islands based on the RHAP program CACCI has with the Town of Barnstable.

7. Provide leadership and work to identify resources to develop new “transitional housing” units with continuing case management for vulnerable low income individuals and families who are transitioning from homelessness.
8. Provide leadership in homeless prevention for seniors. Work with other providers of senior services to develop options for seniors who want to share their homes to defray costs of ownership or are in need of group housing alternatives to prevent homelessness.
9. Continue to provide therapeutic and supportive safe emergency shelter programs for addicted homeless individuals seeking sobriety and self sufficiency through Pilot House Shelter and continue to explore resources to meet the demand in other areas..
10. Continue to provide safe, nurturing and supportive emergency shelter for victims of domestic violence referred by MA DHCD at Safe Harbor Shelter and support their transition to self sufficiency.
11. Continue negotiations on Canal House, a HUD Shelter Plus Care Recovery program for homeless individuals.

Mandate Service Delivery Areas: *Homelessness Prevention & Housing Stability, Financial Literacy & Asset Building* **National Indicators:** *1.2 Employment Supports, 2.1 Community Improvement & Revitalization, 4.1 Expanding Opportunities through Community-wide Partnerships, 5.1 Broadening the Resource Base, 6.1 Independent Living, 6.2 Emergency Assistance, 6.4 Service Counts*

Priority Area 2: Affordable Health Care Needs Access

Action Steps:

1. Continue to outreach and educate low income clients on the availability and options provided to them through public health insurance. Continue Masshealth enrollment
2. Expand services to include a systematic outreach and education program designed to educate doctors and dentists on the need for their participation as a provider for Masshealth and Medicare and their role in assuring quality community health services. Facilitate their participation through demystifying the “paperwork and reimbursement process” to gain their participation.
3. Develop workshops for low income clients that encourage their self sufficiency in the reenrollment process. (See Priority Area 4.)
4. Continue to work with Commonwealth Care participating in trainings and professional networking and regional collaboration through CINAC.
5. Develop the capacity through training to assure that caseworkers understand the challenges facing seniors in maintaining health care access. Continue to advocate for changes in paperwork documentation requirements that pose barriers and work with in the system to simplify access. Continue to foster effective linkages with SHINE and other agencies such as Elder Services of Cape Cod & Islands and COA’s to ensure communication and the use of best practices through training and educational forums.
6. Provide immigrants with information about their eligibility for health care access through bi-lingual, culturally trained staff who can effectively work on their behalf as advocates to navigate the Masshealth system.
7. Continue and expand the collaboration with Tri-COHHE to link low income people with affordable dental care providers.

Mandate Service Delivery Areas: *Benefit Enrollment & Coordination of Services*

National Indicators: *2.1 Community Improvement & Revitalization, 4.1 Expanding Opportunities through Community-wide Partnerships, 5.1 Broadening the Resource Base, 6.4 Family Supports, 6.5 Service Counts.*

Priority Area 3: Food Security

Action Steps:

1. Continue to outreach and educate low income clients on the availability and options available to them at area food pantries and community soup kitchens.
2. Expand Missies' Closet emergency food supplies to include fresh and frozen foods. Identify sources of funding for food purchase: Project Bread and private donor and foundation support and obtain all necessary licensing. Plan for the operation to be run by volunteer leadership and to be open 6 days a week.
3. Network with the Hunger Network members to identify best practices in emergency food management and distribution.
4. Develop new or identify existing community workshops on use of low cost nutritious foods for clients with low incomes that encourage good nutrition practices. Provide resource information on the availability of affordable foods suitable for persons on restricted diets, especially the senior population. (See Priority Area 4.)
5. Continue to work with the Barnstable Human Services Department "Healthy Connected Cape Cod" program.
6. Develop a volunteer driven program that provides for the ordering, pick-up management and distribution of food on a regular weekly basis from Missies' Closet.
7. Provide immigrants with foods that are culturally acceptable and offer educational information on healthy eating and food pantries/soup kitchens in Spanish and Portuguese.
8. Develop a "S.E.R.V.E." type volunteer food bank where volunteers providing verified volunteer service hours can "bank" those hours of service and trade them for 2 or more bags of groceries at CACCI (family size). Volunteers can also use their volunteer work history as work experience.
9. Continue SNAP enrollment including "in home" services for seniors.

Mandate Service Delivery Areas: *Benefit Enrollment & Coordination of Services*

National Indicators: *1.2 Employment Supports, 2.3 Community Engagement, 3.1 Community Enhancement through Maximum Feasible Participation, 4.1 Expanding Opportunities through Community-wide Partnerships, 6.2 Emergency Assistance, 6.4 Family Supports*

Priority Area 4: Education and Training

Action Steps:

1. Continue to outreach efforts to educate low income clients on the availability of asset development programs: VITA, financial literacy and IDA programs and the role of personal budgeting skills to create & enhance client self sufficiency.
2. Develop financial literacy classes for youth and young adults and collaborate with the Cape and Islands Youth Development Council and other organizations such as CISYA to develop effective recruitment from low income neighborhoods and support the retention of youth on Cape Cod and islands.
3. Provide job coaching services for low income clients such as the chronically unemployed, and those new to the job market without work experience and those in need of retraining due to the poor economy. Concentrate recruitment efforts to reach those not

eligible for services through Career Opportunities Centers or who have barriers to seek those services.

4. Continue to provide professional child care development and training as the lead agency and fiscal agent of the Southeast Education Professionals Partnership (SEEPP) on behalf of the MA Dept of Early Education and Care.
5. Continue to work with the CHNA to identify emerging Health and Human resource needs of low income Cape and islands residents particularly Youth, Seniors and other identified at risk populations.
6. Develop partnerships for employment and training with area employers and the regional technical high schools to support trained entry level employees particularly C.N.A.'s and other health care related careers.
7. Provide on site child care and elder day care to enable caregivers and parents to attend training programs offered by CACCI.
8. Continue to develop special training programs such as the CACCI Caregiver Skill Building trainings specifically developed to meet unmet needs using the most appropriate materials and technology best suited to the identified population.

Mandate Service Delivery Areas: *Economic Mobility & Job Readiness, Financial Literacy & Asset Building*

National Indicators: *1.1 Employment, 1.2 Employment Supports, 1.3 Economic Asset Enhancement & Utilization, 2.1 Community Improvement & Revitalization, 3.2 Community Empowerment through Maximum Feasible Participation, 4.1 Expanding Opportunities through Community-wide Partnerships*

Priority Area 5: Self Sufficiency/Case Management/Benefit Enrollment/Advocacy

Action Steps:

1. Develop an Individual Economic Stability Planning tool that identifies barriers to self sufficiency, the resources available to the individual and provides for the development of goal setting.
2. Continue to provide client benefit enrollment through case management services to include Masshealth, SNAP, Child Care.
3. Advocate for child care provider state voucher reimbursement rate increase based on regional cost of living statistics, particularly for the islands of Martha's Vineyard and Nantucket.
4. Develop a scholarship fund to augment child care reimbursement rates to enable providers to earn a fair wage and increase the availability of child care slots available for low income parents.
5. Continue to identify resources for low income people: single parents, unemployed, children, seasonal residents, single people, small business owners, self-employed people seeking case management services and CACCI assistance in attaining self sufficiency.
6. Provide outreach and case management for seniors to educate about benefits available and inform other senior services providers about this program service to encourage referrals.
7. Support trained volunteer nursing home advocacy on behalf of residents for quality care through CUE.
8. Develop a peer mentoring program for clients in need of additional education and training support or attainment of economic stability goals.

9. Provide leadership for advocacy for wages to meet higher cost of living and rental costs.
10. Develop an enhanced volunteer program working with the Volunteer Center and connect low income volunteers in need of financial literacy and asset development to CACCI program services while providing documented work experience to enhance their job readiness goals.

Mandate Service Delivery Areas: *Benefit Enrollment & Coordination of Services*

National Indicators: *1.2 Employment Supports, 2.1 Community Improvement & Revitalization, 2.2 Community Quality of Life & Assets, 2.3 Community Engagement, 3.1 Community Enhancement through Maximum Feasible Participation, 5.1 Broadening the Resource Base, 6.1 Independent Living, 6.3 Child & Family Development*

Service Delivery

CACCI, founded in 1965, employs 57 part and full-time staff and has over 50 volunteer individuals and groups providing services that address poverty and opportunities for economic self-sufficiency. An administrative management team conducts the day-to-day service delivery of the agency. This team includes the Executive Director, Director of Fiscal Services, Development Specialist, Director of Compliance & Operations, Director of Shelter Services, Client Self Sufficiency Services Director, H.O.P.E. Project Director and Child Care Network Director.

Client Self-Sufficiency Services: *“Assisting households with income maximization and information and referrals to supportive services”*

Service Delivery is to individuals, families, youth and seniors, who are low income through case management & advocacy, benefit enrollment, homelessness prevention services, emergency services, caregiver support, workshop presentations, and information & referral. CSS Initiatives:

Missie’s Closet: an emergency food, clothing and household necessities pantry.

Seasonal Assistance: Turkey Basket Program, Toys for Tots Depot, M.A.T.C.H., (a holiday clothing and gift program matching donors to community children), Back to School Backpack Program..

Client Cyber Café: access to computers and internet services for employment, housing search, and educational objectives, self sufficiency needs such as access to the virtual gateway for health care insurance.

Housing Assistance Program (HAP), Rental Housing Assistance Program (RHAP): housing search, homelessness prevention, and stabilization services.

Job Readiness & Employment Placement for Homeless or at risk Young Adults: workshops & case management.

Asset Development: Individual Development Accounts-IDA, Financial Literacy Workshops, Volunteer Income Tax Assistance-VITA.

Caregiver Support “Skill Building for Caregivers”: education & training for caregivers of those seniors over 60 years of age who are low income. Services include development of a caregiver “tool box” comprised of skill building DVD’s & complimentary handbook; regional workshop presentations offer this free “tool box”.

Sustained Case Management for at-risk Seniors: wrap around case management; in home safety assessment & benefit enrollment.

Benefit Enrollment Services: case management intake includes assistance with SNAP and Masshealth enrollment and other community based resources assistance.

Child Care Network (CCN): *“Providing early education and care services to EEC professionals, families, and the community”*

Service delivery is provided to families who are income eligible through Information and referral, child care subsidy enrollment, voucher management, case management, advocacy. Service delivery is provided to EEC professionals (individual educators and programs) through information and referral, professional development training, coaching/mentoring support activities, and advocacy.

H.O.P.E. Project (Harmonic Outreach Project Educators): Outreach to currently uninsured or underinsured. Eligibility screenings for Public Health Insurance Programs, assistance with enrollment and linkage to a Primary Care Provider and education on use of the on-line virtual gateway. Culturally sensitive and tri-lingual services at: Hyannis, Barnstable High School Health Center, Falmouth Service Center, Nantucket, community events/schools.

Immigrant Support Services is an initiative that provides the immigrant community with information & referral, advocacy, translation services, and education including an ESOL class. This initiative is developing partners and expects to expand services.

Shelter Services:

Pilot House: is a locally funded collaborative shelter for individuals who are homeless with substance dependence. CACCI provides self-sufficiency services that include recovery workshops, case management, benefit enrollment, pre-employment readiness workshops, and housing and employment search services. Duffy Health Center provides medical care through an MOU agreement. DHCD supports the cost of the lease of the residence.

Pilot Plus: Housing and Urban Development Shelter Plus Care program providing 5 permanent supportive rental units for 5 individuals who are eligible as chronically homeless who are selected from the Pilot House clientele. CACCI is the sponsor agency and provides in-kind case management and supportive services.

Safe Harbor: is a secure family shelter for EA eligible women and their children who are homeless due to domestic violence. The program has a capacity of up to 20 families and is funded by the Massachusetts Department of Housing and Community Development (DHCD). The Department of Transitional Assistance (DTA) Domestic Violence Specialists in collaboration with DHCD facilitate referral of new clients. Services include safe shelter, case management, housing search, advocacy, community collaboration, educational workshops, Child Care Center and community referrals with the goals of helping to end the cycle of domestic violence, while improving our clients' self-sufficiency and financial independence.

24/7 Hot Line: An emergency telephone dedicated line that homeless families and individuals can call to access short term transitional stays and case management services from regional housing assistance agencies funded through the Regional Network.

Cape United Elders (CUE): *“The Spirit of Self-Determination”*

CUE is a grassroots senior activist organization whose activities include: nursing home advocacy and reform, transportation access, accessibility for the disabled, senior housing concerns, adequate home care services, and access to quality affordable health care and prescription drugs.

CACCI supports the activities of CUE and provides auxiliary support to the organization: office space, agency facility equipment and a community meeting room.

CACCI Locations: 115 Enterprise Road in Hyannis, MA 02601, sites throughout the community on a rotating basis, and in community based ADA accessible sites including those that house the Pilot House Program and the Safe Harbor Shelter. Office hours are 9:00 AM to 5:00 PM, Monday through Friday. Child Care Network provides voucher management services off-site in Plymouth and on Martha's Vineyard. Client Self Sufficiency program case management intake services or information/ referral to all CACCI programs provided twice monthly on Martha's Vineyard and on Nantucket.

Linkages

The Planning process is also a participatory one and looks beyond CACCI to identify community issues adversely affecting a low-income household's ability to move from poverty to self sufficiency. CACCI has identified through each of its program services linkages that help coordinate its program services and partnerships with other organizations to serve low income people in its region. This enables CACCI to address the gaps in service through information, referral, case management and follow-up consultation. The Executive Director, Program Directors and designated staff engage in a broad range of coalitions: MASSCAP's Executive, Policy and Housing Committees; Cape and Islands legislative delegation, Barnstable County Health & Human Service Advisory Council; Community Health Network; Cape & Islands Regional Network to Address Homelessness; Main Street Initiative; Cape Cod Hunger Network; DTA Advisory Board; Power in Aging (PIA); D-Y Schools Community Advisory Board; Justice for Youth Committee; Workforce Development Board and Youth Council; Towns of Barnstable and Mashpee Health and Human service Committees; MA Child Care Resource & Referral Network; Coordinated Family and Community Engagement councils, eleven; Cape and Islands Early Learning Services Network; Barnstable County Council for Children, Youth and Families; CCN is the lead agency for a 30 member collaborative network, "Southeast Education Professionals Partnership; CACCI facilitates the Cape & Islands Regional Domestic Violence Council; CACCI's HOPE Project holds forums to provide training and education for Cape and Islands Network for Access to Care, (CINAC) community health workers; MACHW.

Internal Needs

Senior management has set goals over the next three year period to address issues raised as areas of concern by instituting a programmatic audit. Also management goals for CAP Planning period FY12-14 will include focus on:

- Providing enhanced employee direction and recognition.
- Assuring all programs and departments have complete and up to date policy and procedures manuals that are user friendly
- In order to assure more public awareness we will continue to enhance our website and any social media or collateral materials.
- Vigorous fundraising and development efforts will be assured.
- Leadership will work with the board to enhance board participation representing full geographic and interest area participation.

Funding strategy

CACCI's total agency budget for the fiscal year ending September 30, 2010 was \$10,741,441. The breakdown of funding is as follows:

- 7.6% CSBG funding, including ARRA was \$820,081
- 3.6% Non-CSBG Federal funding was \$385,881
- 86.2 % State funding, including voucher pass-through was \$9,257,272
- 2.6% Private sources including client fees, foundations, and corporate and individual donations totaled \$278,207

CACCI's Community Services Block Grant, while a small portion of our overall revenue, funds critical administrative and support costs that enable CACCI to expand our services and more importantly, explore new funding opportunities that help us develop innovative programs that result in greater economic opportunities for our clients. Currently, it helps to support the Cape United Elders program, the Client Self-Sufficiency Services program, as well as Child Care Network. CSBG provides seed money to help create needed programs and leverage other funding to sustain them. The flexibility the CSBG provides enables CACCI to provide critically needed services for low-income clients.

CACCI has a number of funding goals and priorities that we will pursue over the next three years. These include:

- Development of an agency coordinated fundraising plan in cooperation with the Fundraising Committee and the Board of Directors;
- To develop and implement the creation of one annual community fundraising event, to raise unrestricted funds for the purpose of general agency operations and building improvements;
- To continue to maintain and /or enhance the efficiency of CSBG funding through leveraging and by increasing non-CSBG funding by 2% per year over the next three years;
- Continue to respond to grant opportunities that will expand resources for our clients and the community, and that fit with CACCI's Mission to provide opportunities for economic mobility.

9. Vision Statement

Community Action Committee of Cape Cod & Islands, Inc. continues to be committed over the next three years to significantly reducing poverty by fostering and enhancing economic mobility and stability and creating economic opportunity. Our vision for this community includes: providing leadership throughout the region, facilitating partnerships that have the capacity to mobilize resources and to support opportunities for economic and social justice.

The organization will look to continue growing its programs and dedicated resources to assure we are able to serve the needs of the community. During the fiscal years of 12-14 CACCI will look to assure economic mobility and stability of its clients and other low and moderate income individuals and families and will continue community outreach to assure it is at the appropriate tables to address the needs of those in poverty.