COMMUNITY ACTION PLAN

SFY 2016

Community Action Plan

I. Organization: **Southeastern Arizona Community Action Program, Inc.**

ADES Contract No: **DE111064-001**

State Fiscal Year Covered by this Community Action Plan: SFY **SFY 2016**

II. Executive Summary

Community Action Agency
A. Director: **Librado M. Ramirez**

Address: **283 W. 5th Street, Safford, AZ 85546**

Phone: **928-428-4653**

FAX: **928-428-1559**

B. CSBG Contact Person: **Librado M. Ramirez, Executive Director**

Address: **283 W. 5th Street, Safford, AZ 85546**

Phone: **928-428-4653**

FAX: **928-428-1559**

III.   Statement of CSBG Assurances

As part of the annual Community Action Plan required by Section 676 of the Community Services Block Grant Act, as amended, (42 U.S. C. 9901 et seq.), the chief executive of this Community Action Agency hereby agrees to the Assurances outlined below:

A.   Programmatic Assurances

1.   The CAA assures that funds made available through the CSBG will be used to:

Support activities that are designed to assist low-income families and individuals, including homeless families and individuals, migrant or seasonal farm workers, and elderly low-income individuals and families; ['676(b)(1)]

Please select and provide a description of how such activities will enable families and individuals:

X   to remove obstacles and solve problems that block the achievement of self-sufficiency;

Description:
Southeastern Arizona Community Action Program provides a variety of services that are available through the process of Case Management. Case Management involves the completion of the Arizona Self Sufficiency Matrix, the SEACAP Family Development Matrix and the Roma Assessment. This process allows the Case Manager the opportunity to discuss, with the family, their current and overall situation. All families will participate in the case management process. Case Management provides the family with the opportunity to see their current situation, the obstacles they are facing and the ability to develop a plan to remove the obstacles to solve some of the problems blocking their achievement towards self-sufficiency. Case Manager will assess, plan, link and monitor the progress toward the goals that were identified by the family. The Case Manager will take the necessary steps to try and alleviate their immediate crisis situation. The success of the case management process relies on the supportive relationship developed by the worker with the family, the volunteers with the family and the professional relationships developed by the worker with the other programs.

X   to secure and retain meaningful employment;

Description:
SEACAP will help stabilize families as they prepare for or retain employment. These include such services such as finding safe and affordable housing for a family at risk of becoming homeless or in a housing crisis, which will enable the adult to participate in employment or employment preparation activities and increasing the employability of participants, such as the achievement of educational degrees, diplomas or certifications. Supporting the logistical needs of working participants, such as the acquisition of safe and affordable transportation or securing repairs to an automobile that is the only transportation available to a working parent and the acquisition of child care or other dependent care services.

X   to attain an adequate education, with particular attention toward improving literacy skills of the low-income families in communities involved, which may include carrying out family literacy initiatives;

Description:
SEACAP will partner with local schools by referring participants to enroll in the adult basic education courses and/or earn a GED as part of their preparation for entering initial employment. Completion of these activities will improve employment opportunities and eventually increase their income.

X   to make better use of available income;

Description:
Agency programs will help participants and their families manage their household income and resources, including instructions in household budgeting, consumer education and the use of financial services within the community. These programs may result in participants accumulation of economic resources over time and that would enable them to invest in major life-improving activities, such as the creation of a small business, the pursuit of higher education or home ownership.

X   to obtain and maintain adequate housing and a suitable living environment;

Description:
A) SEACAP assists families in obtaining and maintaining adequate housing, to ameliorate the immediate need of homelessness or eviction, through emergency services. Homelessness is the condition of people who lack housing and food, usually because they cannot afford a regular, safe and adequate shelter. This necessitates them to temporarily seek shelter with family, friends or homeless shelters. These services are provided, within the case management process, using a variety of funding sources such as Temporary Assistance to Needy Families and Emergency Shelter Food Program.

B) SEACAP assists in maintaining suitable living environment by providing weatherization assistance to low-income persons who are particularly vulnerable such as the elderly, persons with disabilities, families with children, high residential energy users and households with a high-energy burden. This program helps to increase the energy efficiency of dwellings owned or occupied by low-income persons, reduce their total residential expenditures and improve their health and safety conditions.

| X | to obtain emergency assistance through loans, grants, or other means to meet immediate and urgent family and individual needs;

Description:
SEACAP provides emergency assistance through the process of case management. The case management plan will be the tool, used by the Case Manager, in determining which emergency assistance, such as rent, deposit for rent or utilities, eviction prevention, homeless or utility assistance, will be provided to meet the immediate and urgent family and/or individual needs. The plan will provide a holistic view of a client's situation allowing the Case Manager the opportunity to assist the family with agency services or refer them to other agencies for services not provided by SEACAP.

| X | to achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners;

Description:
SEACAP will work with other public and private organizations to expand service opportunities for individuals or families or to achieve community improvements. This will be accomplished with formal arrangements, financial agreements, informal working relationships or alliances between SEACAP and one or more public or private organizations that advocate for expanded services or community opportunities for low-income people.

| X | to address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime; ['676(b)(1)]

| X | to make more effective use of, and to coordinate with, other programs related to the purposes of CSBG, (including State welfare reform efforts); ['676(b)(1)]

2. The CAA assures that the agency will provide on an emergency basis for the provision of such supplies and services, nutritious foods, and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals; ['676(b)(4)]

Please provide information describing how the CAA will carry out this assurance:

SEACAP is involved, both as an agency by Regions and by staff, in providing emergency services to combat malnutrition. Region I (Graham County) has a food bank that provides food boxes to families in need. The size of the food box depends on the size of the family and has enough food for four (4) days. Food boxes are issued to families who qualify based on 200% of the Federal Poverty Income Guidelines. During the case management process, families are monitored to ensure that the provision of food related services are met by SEACAP or they are referred to other agencies such as the Department of Economic Security, the Women, Infants & Children's services or other food banks within that community.

3.   The CAA assures that the agency will coordinate, and establish linkages between, governmental and other social service programs to assure the effective delivery of such services to low-income individuals and to avoid duplication of such services, and a description of how the CAA will coordinate the provision of employment and training activities, as defined in section 101 of such Act, in the communities with entities providing activities through local workforce investment systems under the Workforce Investment Act of 1998; ['676(b)(5)]

Please provide information describing how the CAA will carry out this assurance:

SEACAP has ongoing linkages for the provision of information and referral with a variety of agencies such as community organizations (United Way, Salvation Army, Child & Family Resources, Teen Prevention Program, Boys & Girls Club, etc.), Probation Departments, Health Departments, religious organizations (St. Vincent de Paul, Ministerial Association, etc.) food banks (Safford Food Bank, Graham County Interfaith Food Bank, Willcox Food Bank, Bisbee Food Bank, Nogales Food Bank, etc.), local hospitals, schools, state and county offices. SEACAP partners with a number of agencies, notably Southeastern Arizona Governments Organization, Cenpatico, Arizona Counseling and Treatment Services, Forgach House, House of Hope, Safe House, Graham/ Greenlee/ Santa Cruz and Cochise County Workforce Investment Agencies, Chicanos Por La Causa, and San Carlos Apache Nation Social Services.
Linkages will be developed with agencies that can address the gap in services identified from the needs assessment/environmental scan surveys. SEACAP will have cross trainings with these agencies to share information on the services we provide as well as getting information on services they provide. At this time, it will be determined whether an Memorandum of Understanding (MOU) will be signed or the linkage will be for information and referral only. The linkages developed are in some instances for volunteer basis, but also for client monetary services.

4.	The CAA assures that the agency will, to the maximum extent possible, coordinate programs with and form partnerships with other organizations serving low-income residents of communities and members of the groups served by the State, including religious organizations, charitable groups, and community organizations; ['676(b)(9)]

Please provide information describing how the CAA will carry out this assurance:

SEACAP Regional offices are involved in all resource type meetings. All staff participates in the local Community Network Team, Arizona Department of Housing Continuum of Care and Southwest Fair Housing meetings as well as any local community partnership meetings within each county. We provide cross trainings with all the agencies in our communities to share information on the services and/or programs we both provide. This enables staff the opportunity to establish a one-to-one contact relationship with the staff from other agencies. We attend meetings held by other charitable organizations such as United Way, Emergency Food & Shelter Program, Warm Spirits, Southwest Gas, Unisource, Arizona Public Service, SEAGO, etc. to secure funding for our agency and to provide their services.

5.	The CAA assures that the agency will establish procedures under which a low-income individual, community organization, or religious organization, or representative of low-income individuals that considers its organization, or low-income individuals to be inadequately represented on the board of the CAA to petition for adequate representation; ['676(b)(10)]

Please provide information describing how the CAA will carry out this assurance:

Any organization or agency not represented and which feels themselves inadequately represented on the Board may petition the Board for adequate representation.
   a) The petition shall be a written request from the private sector organization, requesting membership and must be signed by the officers of that organization.
   b) The petition shall be received by the Board to determine eligibility pursuant to Section 6260. The Board shall notify the petitioner, in writing, of the action taken.
   c) In the event the Board does not act favorable on the petition, the petitioner may request, in writing, within a thirty (30) day period, a hearing for review of petition.
   d) The Executive Committee of the Board shall conduct a hearing within ten (10) days after receiving the request for hearing.
   e) The Executive Committee shall notify the petitioner in writing of the action taken.
   Should the Board decide to grant representation to the petitioning organization and no sector seat is available, the Board will place that organization of priority for the next available seat in the county in which the petitioning organization requested its inclusion to the Board.

6.   The CAA assures that this Community Action Plan includes a community needs assessment for the community served, which may be coordinated with community needs assessments conducted for other programs; ['676(b)(11)]

        a. *Please provide information describing how the CAA will carry out this assurance. Information should include a description of the Needs Assessment process completed for the area to be served; the service gaps and needs identified as a result of the Needs Assessment; how service gaps were prioritized; and how the results of the Needs Assessment were factored into this Community Action Plan.*

Description of the Needs Assessment process completed for the area:

SEACAP updated and reformatted the agency needs assessment in SFY2014. This year is significant in terms of the agency's ongoing planning activities. Although the new data indicates that needs may be more widespread than previously realized, the new sources of information generally reinforce our agency's current impressions of the needs of low-income persons and communities in our area. The Needs Assessment observations align closely with the finding of other agencies or organizations that have collected information about the needs of low-income persons in our area over the past few years.

The Community Needs Assessment data was compiled from five principal sources:

1.   Through the efforts of SEACAP staff and Community Action Agency Board members, research was conducted and demographic data was collected.

2.   A compilation of data from a survey of SEACAP clients as well as from community partnering organizations from all four counties.

3.   Existing community needs assessments, such as those from SEAGO, Carondelet Holy Cross Hospital Community Health Needs Assessment, Graham County Community Health Assessment, Northern Cochise Community Hospital Community Health Needs Assessment and Santa Cruz County United Way Community Assessment Project.

4.   Human Services plans such as the Southeastern Arizona Regional Transportation Coordination Plan, Graham County Small Area Transportation Study and Graham County Transit Feasibility Review, Greenlee County Community Health Improvement Plan.

5.   In-depth interviews with elected officials, city managers, businesses, law enforcement personal, courts, utility companies, etc.

A series of eight questions addressed issues related to perception and knowledge of assets, needs and gaps in service for low income people. The planning process also included staff focus groups and a Board training.

The information assembled to complete this report was derived not only from survey respondents, key interviews, partnering agencies and SEACAP staff but also from other related supporting sources. We relied on community forums, focus groups and planning materials produced by other provider organizations within the last 24 months. These include:

- **SEAGO, Area on Aging, Needs Assessment Survey Results;** *April 2013*
- **Carondelet Holy Cross Hospital Community Health Needs Assessment;** *2014*
- **Graham County Transit Feasibility Study;** *May 2015*
- **Graham County Community Health Assessment;** *2012*
- **Cochise County Community Health Improvement Plan;** *2013*
- **Cochise County Arizona Community Health Assessment;** *2012*
- **Northern Cochise Community Hospital Community Health Needs Assessment;** *2013-2016*
- **Greenlee County Community Health Improvement Plan;** *May 2013*
- **Santa Cruz County United Way Community Assessment Project;** *2014*

Service gaps and needs identified as a result of the Needs Assessment:

Employment & Industry:

The training of low-wage incumbent workers is most effective when it is sector-specific as opposed to focused on a single employer or individualized for each participant and when it includes support services to address   personal and family barriers as well as job-related barriers. English as a Second Language (ESL) or functional English training is needed among immigrant communities, who are primarily Spanish-speaking immigrants. All four counties are very diverse in terms of racial composition of its workforce. While this presents challenges related to language proficiency for some residents, it also   highlights an opportunity to actively recruit companies who require bi-lingual or multi- lingual speakers such as back-end operations and call centers targeting rural areas with large Hispanic populations. "Not enough jobs" continues to grow as the perceived primary cause of unemployment in these communities—an indicator of how the lagging economy impacts low-income families. There is a significant need among the participants, especially those with incomes below poverty, to obtain job training or skills necessary for workforce advancement. It is necessary to partner with other regional and state agencies that are working toward the goal of developing responsive and effective regional workforce development programs that focus both on worker training and employers' needs and responsibilities. The most significant employment-related concern reported by respondents included job stability and pay.

Transportation:

People need backup transportation services for emergencies regardless of whether they have access to reliable public transportation or a private vehicle. The availability and reliability of public transportation varies greatly from one county to another. Most people travel by car whenever possible because potential employers, jobs   and childcare are located some distance from home.   Many without access to a car ride with friends or relatives rather than rely on public transit. Given their limited income and the asset limits imposed by public assistance programs, welfare recipients are likely to purchase older cars that often have higher maintenance and operating costs, causing unexpected expenses which they cannot afford. Travel by public transportation can be difficult for

individuals because of the difficulty of identifying appropriate routes, limited off-hours runs and the inconvenience of making multiple work and family-related trips. Without adequate transportation, welfare recipients face significant barriers in trying to move from welfare to work. Low income families struggle with transportation issues to get to work and appointments and to access many State/Federal services. An issue that is having a significant impact on the majority of households is the increase in gas prices. This is also affecting the existing transportation programs that service the public and client-based agencies as well as travel and program costs of many organizations.

Meeting Basic Needs:

When a family is struggling to make ends meet, their ability to devote important time to family members and to their community is severely limited. Given their limited resources, families find it difficult to obtain services they need and their stressed financial situation often leads to blemished credit histories, preventing them from accessing credit for needed expenses such as a car to get to and from a job or tuition to advance their education. The inability to pay utility bills, rent/mortgage and putting food on the table were identified as the primary concerns of individuals throughout the four counties. The working poor often do not qualify for many programs and subsidies because they make a little too much money, but they don't make enough to have what they need in life. Maintaining their homes was an added struggle, both in terms of physical structure and the financial capability to sustain housing. When a family is just getting by, there is no money left for preventative measures, such as a medical exam, dental care, insurances that would protect them in case of an emergency, accidents or a crisis. Almost 50% of those responding to our survey said they had fallen behind on those regular monthly bills at least once in the last year. Another 39% incurred medical bills which they could not keep and more than 31% fell behind on their rent or mortgage.

Drugs & Alcohols:

A drug may be helpful or harmful. The effects of drugs can vary depending upon the kind of drug taken, how much is taken, how often it is used, how quickly it gets to the brain, and what other drugs, food, or substances are taken at the same time. Although substances can feel good at first, they can ultimately do a lot of harm to the body and brain. Drinking alcohol, smoking tobacco, taking illegal drugs, and sniffing glue can all cause serious damage to the human body. Some drugs severely impair a person's ability to make healthy choices and decisions. Teens who drink, for example, are more likely to get involved in dangerous situations, such as driving under the influence or having unprotected sex. These days, drugs can be found everywhere, and it may seem like everyone's doing them. Lots of people are tempted by the excitement or escape that drugs seem to offer.

Health Care:

A strong majority of respondents say the main reason families are uninsured is because they cannot afford it. The fastest growing segment of the uninsured are the poorest families, those earning less than the Federal Poverty Level. A significant number of families do not have health insurance and four out of ten were concerned they could not get healthcare or medicine for their children. More need to be done to provide affordable health insurance coverage for the many uninsured citizens, or those who are underinsured with policies that do not pay enough of the medical bills. Health and nutrition needs to improve for all segments of the populations. Poverty and food insecurity is a threat to low-income families. Individuals who are food insecure have been shown to have poor quality diets, making them vulnerable to a variety of diseases and obesity. The uninsured are less likely to have a

regular source of care than the insured and they are more likely to postpone or forgo completely needed care. Some also say that being unemployed and not being offered coverage by an employer are also main reasons for being uninsured. Children living in food-insecure households are more likely to do poorly in school. A few of the challenges facing the elderly are cost of prescription drugs and fear of financial impoverishment when accessing health care and/or medical services. It is a known fact that having health insurance leads to improved health and longer lives.   Others having access to Medicaid coverage consider themselves uninsured and a few say they do not know what plans are available. Increasing costs of premiums and medications means that even with insurance, many county residents cannot afford health care.

Education:

Households with incomes below the poverty level tend to have "moderate" to "serious" problems in their ability to read and write. The number of children receiving early intervention services in the four counties is increasing. People who drop out of high school have dim prospects for employment at all, for non-poverty-level jobs, if they do get a job. Enrollment in public, private and nonpublic schools is declining. A community that provides the young generation with a good education will develop productive adults, both financially and personally. Poor academic achievement, while in school, is a major factor in high school dropouts. With an early appreciation of education, working poor children have a better chance of finishing high school and going on to college. Education equates to earnings. There is insufficient attention devoted to career pathways for people who drop out or who have only a high-school diploma. The number of slots in employment and training programs is reported to be grossly insufficient. English as a Second Language (ESL) or functional English training is very needed among immigrants in the four counties. People with a solid education and literacy skills work and earn more than individuals without those skills.

Economic Development:

Arizona is ranked first in the nation in projected job growth and economic growth prospects. Economic Development creates the conditions for economic growth and improved quality of life by expanding the capacity of individuals, firms, and communities to maximize the use of their talents and skills to support innovation, lower transaction costs, and responsibly produce and trade valuable goods and services. Economic Development requires effective, collaborative institutions focused on advancing mutual gain for the public and the private sector. Economic Development is essential to ensuring our economic future.

Service Gaps Prioritized:

Community organizing and resident leadership activities are an opportunity to train and support local people and advocate for community-based planning. When poor residents have a voice in the improvements targeted for their neighborhood, the development is more successful, happens more quickly, is less expensive and has lower upkeep costs for partner agencies and the municipality. There is probably not a nonprofit organization that does not identify the need for long-term sustainable financial support for its programs as an important priority. SEACAP is no different. The Agency's existing programs require ongoing support, as well as additional resources expand and refine their services to better meet emerging needs. SEACAP is, and will continue to be, very aggressive and competent in securing grant funds, It is only through continuous program evaluation that SEACAP can ensure that its   services meet the needs of the county's low-income residents. Ongoing evaluation is both   formal and informal. The case management approach and supervision enable

staff to track client progress on a daily basis. Surveying and feedback from clients continually improves performance. As a CSBG grantee, SEACAP participates in an ongoing and comprehensive outcome-based evaluation and reporting system for all of its programs. Other programs, funded by additional grant sources, have other evaluation requirements. This focus on outcomes and continuous improvement is vital for the agency and a strong basis of support for program evaluation efforts.

The results of all of these data sources were compiled, analyzed and incorporated into this comprehensive Community Needs Assessment, providing the agency with an arsenal of valuable information from which to draw in order to develop short-term and long-range strategic plans, goals and objectives in its efforts to meet its mission of increasing the self-sufficiency of income eligible individuals and families in Southeastern Arizona through education and supportive services. The information gathered through this extensive Community Assessment process will help us to design programs and services that will best meet the needs of the communities and residents of our service area and to work with our partners throughout the region to collaborate and advocate for the provision of services and programs not offered by the agency, but that are needed by the individuals and families that live, work and play here. In preparing the Community Action Program 2016 Plan, the results of the assessment were reviewed by SEACAP Board of Directors, as well as SEACAP management to determine priorities relative to the Community Services Block Grant Funding.

Results of the Needs Assessment factored into this Community Action Plan:

The impact of the rising cost of living, the erosion of social service eligibility and benefits, and the decline in job quality in the four county region show up very clearly in the development of this needs assessment. It is clear that public benefits will continue to be cut and that more and more people will have a harder time getting by. SEACAP has little control over these trends. However, we do need to be here to help families and individuals maintain a basic level of stability and employability.

♦ *SEACAP will continue to provide emergency assistance for residents of our service area who have low incomes.* These services may include information and referral, food boxes, fuel and utilities assistance, heating/cooling repair/replacements, housing services, transportation, weatherization and referrals for emergency medical/mental health care.

♦ *SEACAP will continue to provide services needed by and convenient for elders and people with disabilities to live with the maximum feasible independence.* All SEACAP sites and services will continue to be accessible. These services may include, but are not limited to, fuel assistance, weatherization, rent/mortgage assistance, heating/cooling system repair/replacement, transportation and food boxes.

♦ *SEACAP will continue to work collaboratively in providing services and mobilizing the community* on behalf of youth and people with low incomes.

♦ *SEACAP will continue to work to preserve and create opportunities and resources* such as living wage jobs, affordable housing, fuel assistance, accessible health care, life skill training, affordable and high quality child care, transportation and education and training *for youth and people with low incomes.*

♦ ***SEACAP will continue to build and participate in collaborative efforts*** in order to maximize community resources. ☐

♦ ***SEACAP will continue to mobilize and leverage financial, in-kind and volunteer resources*** in support of an improved quality of life for people with low incomes.

SEACAP places a high value on working within strong communitywide partnerships and on fostering true collaboration, as well as on "engaging many voices in promoting human rights and economic justice." We cannot do this work alone. Being rural and small in size fosters interdependence. However, we are not one homogeneous community. The residents of the Graham County, for instance, have very different needs and a very different identity from Santa Cruz Residents. Not all of our services are available to the residents in the four counties. This creates some unfortunate fragmentation. Through our collaborations with numerous local service providers, governance organizations, and health and education institutions, SEACAP works to identify and fill gaps in services. In addition to collaborating with local service providers SEACAP staff are part of many advocacy and membership groups.

♦ SEACAP will have fully integrated outcome-based management into its daily function and will have the data management capacity to support this.
♦ SEACAP will have a Board of Directors and a staff that reflect the entire geographic region that it serves.
♦ SEACAP will be a haven of respect, welcome and accurate information provider for our constituents because we have a well-training staff and excellent customer service.
♦ SEACAP staff at all levels will feel effectively supported to do an excellent job.
♦ Our community will have a better understanding of the strategic and economic importance of SEACAP and other services in its overall economic and social development.
♦ Our community will have a significantly clearer picture of the impact of poverty on all our citizens and on our community as a whole.

Building on the strength of our communities, SEACAP will work, both externally and internally, to address these issues:

♦ Promoting greater collaboration between state and private agencies.
♦ Improving coordination of existing services.
♦ Helping to bring more health care services to the area.
♦ Ensuring that the needs of low income consumers are considered in any transportation planning.
♦ Supporting efforts to bring more affordable housing to the area.
♦ Promoting accountability within schools, social services, and government for truly improving the lives of children and youth.
♦ Helping to create a sense that this community values our youth.
♦ Making our services more visible (e.g. outreach sites in outlying towns, street level offices) and easier to apply for (e.g. universal enrollment and referral process).
♦ Encouraging program participants to show others in the community what they have accomplished, putting success stories on our website, in the media.
♦ Developing stronger connections with faith communities.
♦ Continuing the many ways people with low incomes provide leadership within SEACAP (e.g. Advisory Council, Board of Directors) and developing other avenues,

e.g. community forums about our services, more frequent surveys, more participant advisory groups, regular focus groups.

♦ Making SEACAP and the needs of participants better known in the community: gaining more press coverage, marketing our services as a good investment in economic development, telling success stories.

♦ Advocating with legislators, educating legislators about the ramifications of budget cuts, helping participants advocate and lobby on their own behalf.

b. Please indicate the date this community needs assessment was finalized:

<div align="center">

__July__ / __15__ / __2015__

Month   Day   Year

</div>

7. The CAA assures that the agency will administer the community services block grant program through a tripartite board that fully participates in the development, planning, implementation, and evaluation of the program to serve low-income communities; ['676B]

a. Please provide information describing how the CAA will carry out this assurance:

There shall be a Board of Directors of twelve (12). The membership of the Board is divisible by three (3) inasmuch as designating officials or their representatives are entitled to one-third (1/3) of the seats of the Board. The Community Services Block Grant, as amended in 1998, requires that a private nonprofit CAA administer its Community Services Block Grant Program through a tripartite board whose members fully participate in the development, planning, implementation, and evaluation of the program. The tripartite board must be composed as follows:

A) One-third of the board must consist of elected public officials, holding office on the date of selection, or their representatives (except that if the number of such elected officials available and willing to serve on the board is less than one-third of the membership of the board, membership on the board of appointive public officials or their representatives may be counted toward meeting the one-third requirement); Public officials, or their representatives, serve at the pleasure of the Designating Officials and as long as the public official is currently holding office. The Designating Officials, that is the County Board of Supervisors, shall appoint Public Officials to constitute one-one (1/3) of the Board. That is four (4) seats.

B) Not less than one-third must be persons chosen in accordance with democratic selection procedures adequate to assure that the members are representative of low-income

individuals and families in the neighborhood served and, if they represent a specific neighborhood, that they live in that neighborhood; and Representatives of the poor may serve up to three (3) consecutive years. After serving three (3) consecutive years, a representative of the poor or of a private organization may not serve on the Board in any capacity for at least one (1) full year. Tenure restrictions apply to individuals and not to organizations. Selection procedures shall insure maximum feasible participation by the poor. The selection shall be by nominations and elections at the meetings of poor persons whose date, time and place have been adequately publicized.

C)   The remainder must be members or officials of the private groups and interests in the community (business, industry, labor, religious, law enforcement, education, or other major groups and interests).

SEACAP will ensure that the Board of Directors actively participates in the development, planning, implementation and evaluation of all programs/services in the following manner:

1) Identify Board needs (skills, knowledge, perspective, connections, etc)
2) Cultivate potential Board members (get them interested in our organization and keep them informed of our progress)
3) Recruit prospects (Invite questions and elicit their interest and preparedness to serve)
4) Orient Board members (programs, history, bylaws, pressing issues, finances, facilities, organizational chart, etc)
5) Activate/Involve all Board members (discover their interests and availability)
6) Educate the Board (provide information concerning our programs, services and issues)
7) Rotate Board members (explore advisability of resigning with members who are not active; develop new leadership)
8) Evaluate the Board and individual Board members (engage the board in assessing its own performance; identify ways in which to improve; encourage individual self-assessment)
9) Provide Board training/workshops (effective organizational planning; financial oversight; Board member governance, strategic planning, fundraising, ROMA, etc)
10) Celebrate (recognize victories and progress; appreciate individual contributions to the board, the organization and the community)

The Board is provided with needs assessment results, environmental scan survey results, contract policy and procedure requirements, budget/financial reports, funding opportunities and ensure they provide input in the development and approval of the agency CAP Plan. Reports are made to the Board, at every Board meeting, on services provide, gaps in services and any other issues the agency is dealing with.

b. Please provide the current Tripartite Board Roster and contact information immediately below:

Tripartite Board Roster

Board Member Name	Address	Telephone Number	Indicate No More than One: *Low –Income Rep *Elected Official *Business or Industry	Indicate Length of Term and Term Limit End Date
1. Lourds Lizby	497 E. Van Ness St. Cochise, Az 85606	(520) 507-4918	Low-Income Rep *Cochise County*	3 year Term July 2017
2. Donamaria McKenzie	P.O. Box 6455 Nogales, Az 85628	(520) 604-8598	Low-Income Rep *Santa Cruz County*	3 year Term July 2017
3. Gina M. Grove	387975 Az 75 Duncan, Az 85534	(928) 215-0431	Low-Income Rep *Greenlee County*	3 year Term July 2017
4. *VACANT*			Low-Income Rep *Graham County*	3 year Term July 2017
5. Randy Heiss	118 Az. Street Bisbee, Az 85603	(520) 432-5301	Public Representative *Cochise County*	No Term Restrictions
6. Mauricio Chavez	610 N. Morley Ave. Nogales, Az 85628	(520) 375-8014	Public Representative *Santa Cruz County*	No Term Restrictions
7. Steve Rutherford	P.O. Box 936 Clifton, Az 85533	(928) 865-2601	Public Representative *Greenlee County*	No Term Restrictions
8. Horatio Skeete	808 8th Ave. Safford, Az 85546	(928) 432-4011	Public Representative *Graham County*	No Term Restrictions
9. Roland Knox	901 W. Rex Allen Dr. Willcox, Az 85643	(520) 384-3541	Private Rep *Cochise County*	3 year Term July 2016
10. Amanda Rivero	861 W. Mariposa Nogales, Az 85621	(520) 761-7957	Private Rep *Santa Cruz County*	3 year Term July 2017
11. Judy McKinley	240 Willow Creek Ln Duncan, Az 85634	(928) 687-9337	Private Rep *Greenlee County*	3 year Term July 2017
12. Kirk Gray	P.O. Drawer B Pima, Az 85543	(928) 485-2451	Private Rep *Graham County*	3 year Term July 2017
		"ALTERNATES"		
1. Shirley Ross	5966 E Clapp Homestead Pearce, Az 85625	(760) 315-6064	Low-Income Rep *Cochise County*	3 year Term July 2017
2. *VACANT*			Low-Income Rep *Santa Cruz County*	3 year Term
3. *VACANT*			Low-Income Rep *Graham County*	3 year Term
4. *VACANT*			Low-Income Rep *Greenlee County*	3 year Term
5. *VACANT*			Public Representative *Cochise County*	No Term Limit
6. Carlos Rivera	P.O. Box 1150 Nogales, Az 85628	(520) 375-7812	Public Representative *Santa Cruz County*	No Term Limit
7. Julie Rodriguez	921 Thatcher Blvd. Safford, Az 85546	(928) 428-5951	Public Representative *Graham County*	No Term Limit
8. *VACANT*	-	-	Public Representative *Greenlee County*	No Term Limit
9. Norma Lucero	861 W. Mariposa Nogales, Az 85621	(520) 761-7957	Private Rep *Santa Cruz County*	3 year Term July 2017
10. Steve Lines	P.O. Drawer B Pima, Az 85543	(928) 485-2451	Private Rep *Graham County*	3 year Term July 2017
11. *VACANT*	-	-	Private Rep *Greenlee County*	3 year Term
12. Dennis Drury	901 W. Rex Allen Dr. Willcox, Az 85643	(520) 384-3541	Private Rep *Cochise County*	3 year Term July 2017

c. Please describe the democratic selection process used to elect a low-income representative on the tripartite board:

1. Representatives of low-income individuals and families will be "chosen in accordance with the democratic selection procedures". The democratic selection procedure can be done by either of the following:

   a) Nomination and elections within the neighborhoods;

   b) Selection at a meeting of low-income persons such that the date, time and place of such a meeting have been adequately publicized;

   c) Through a similar democratic process such as election to a position of responsibility in another significant service or community organization such as a school PTA, a faith based organization leadership group; or an advisory board/governing council to another low-income service provider (Head Start). This is to ensure that those who currently live in areas served by the agency are represented so that they have a strong voice in agency governance and direction and are able to convey to those they represent the presence and significance of community action in their lives.

   d) Selection on a small area basis (such as a city block or town) or representatives who in turn select members for the CAA or other eligible entity Board of Directors.

   e) Advertisement (fliers, local newspapers, etc) of low-income board representative vacancy to serve on SEACAP Governance Board within each community served by the agency. Once slate of applicants is identified (based on applications submitted and reviewed for appropriateness/eligibility to be a low-income member) a list of candidates, with small biography, would be prepared and made available in all SEACAP offices for clients to vote when they come to the offices for services. The length of time to vote will be a maximum of 4 weeks, but not less than 2 weeks and this will be clearly identified on the "ballot". The votes will be tallied and presented to the Board of Directors identifying the person with the most votes as the member to be appointed as the Low-Income Representative and the person with the second highest number of votes as the alternate.

2. The number of representatives of the poor must equal at least one-third (1/3) of the total Board membership and shall be four (4) in order to adequately represent the poor of the four (4) counties. Representatives of the poor:

   a) Must be representative of low-income individuals and families in service area, but do not need to be low-income themselves

   b) Must live in service area

   c) Must be able to participate actively in development, planning, implementation and evaluation of CSBG programs.

   d) Please attach a copy of the current board by-laws as an addendum to this document and indicate when these by-laws were last reviewed and revised:

12	/	13	/	2012
Month		Day		Year

   Refer to attachment #1 (By-laws of SEACAP)

B.   Administrative Assurances

1.   The CAA assures that unobligated funds carried forward into the following State Fiscal Year (SFY) for expenditure will be consistent with program purposes; ['675 (C) superseded by Public Law 107-116]

2.   The CAA assures that it will comply with the terms of any contract with the State, with the State plan, and to meet appropriate administrative standards, performance goals, financial management requirements, and other requirements established by the State (including performance objectives); ['678C(a)]

3.   The CAA assures that it will establish fiscal control and fund accounting procedures necessary to assure the proper disbursal of accounting for Federal and State funds paid to the CAA, including procedures for monitoring funds provided under the CSBG; ['678D(a)]

4.   The CAA assures that it will participate in Results Oriented Management and Accountability Practices for the purpose of measuring performance and results. This includes defining outcomes under the six national goals that promote self-sufficiency, building agency capacity, and community revitalization; ['678E(a)(1)(A) and '678E(a)(1)(B)

5.   The CAA assures that it will repay the State amounts found not to have been expended in accordance with the CSBG Act, or the State may offset such amounts against any other amount to which the CAA is or may become entitled under the CSBG program; [679C(a)]

6.   The CAA assures that CSBG funds will not be used for the purchase or improvement of land, or the purchase, construction, or permanent improvement (other than low-cost residential weatherization or other energy-related home repairs) of any building or other facility; ['678F(a)]

7.   The CAA assures that programs assisted by community services block grant funds shall not be carried out in a manner involving the use of program funds, the provision of services, or the employment or assignment of personnel in a manner supporting or resulting in the identification of such programs with any partisan or nonpartisan political activity or any political activity associated with a candidate, or contending faction or group, in an election for public or party office; any activity to provide voters or prospective voters with transportation to the polls or similar assistance with any such election, or any voter registration activity; ['678F(b)]

8. The CAA assures that no person shall, on the basis of race, color, national origin or sex be excluded from participation in, be denied the benefits of, or be subjected to discrimination under, any program or activity funded in whole or in part with community services block grant funds. Any prohibition against distribution on the basis of age under the Age Discrimination Act of 1975 or with respect to an otherwise qualified individual with a disability as provided in Section 504 of the Rehabilitation Act of 1973 shall also apply to any such program or activity; ['678F©]

9. The CAA assures that religious organizations will be considered on the same basis as other non-governmental organizations to provide assistance under the program so long as the program is implemented in a manner consistent with the Establishment Clause of the first amendment of the Constitution; not to discriminate against an organization that provides assistance under, or applies to provide assistance under the community services block grant program on the basis that the organization has a religious character; and not to require a religious organization to alter its form of internal government except as provided under the CSBG Section 678B or to remove religious art, icons, scripture or other symbols in order to provide assistance under the community services block grant; ['679]

10. The CAA assures that it will comply with the requirements of Public Law 103-227, Part C Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994, which requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education or library services to children under the age of 18 if the services are funded by a Federal grant, contract, loan or loan guarantee. The CAA further agrees that it will require the language of this certification be included in any sub-awards, which contain provisions for children's services and that all sub-contractors shall certify accordingly.

Signature

Librado M. Ramirez, Executive Director   August 13, 2015
Authorized Signatory/Director of the Agency   **Date**

IV.   Narrative Plan To Implement Assurances

1.   Administrative Structure
Please provide a description of the CAA as an organization, its primary functions, mission, responsibilities, organizational structure, and its association as a part of a larger entity if appropriate;

SEACAP is a 501©3, private non-profit, multi-county, stand-alone community action agency. The agency's primary function is to provide supportive services and information to participants that will enable them to gain the solid foundation needed to achieve and maintain self-sufficiency. Our mission is to assist families in the movement, transition and achievement of self-sufficiency. SEACAP is responsible for providing contracted services to low-income families within its 4 county service area.

2.   Program Overview

A.   Service Delivery System
Please provide a description of the service delivery system for services provided or coordinated with CSBG funds, targeted to low-income individuals and families in the community; ['676(b)(3)(A)] This should include services to be provided, current programs, geographical location, population demographics, and socio-economic factors existing in the area;

The area of responsibility for SEACAP is Southeastern Arizona District VI, consisting of Cochise, Graham, Greenlee and Santa Cruz counties. Services are provided regionally. Region I consists of Graham and Greenlee Counties. Services are provided for Safford, Thatcher, Pima, Solomon, San Carlos Apache Nation (Bylas & San Carlos), Ft. Thomas, Central, Clifton, Duncan, York and Morenci low-income residents. Region II consists of Santa Cruz County. Services are provided for Nogales, Patagonia, Tubac, Rio Rico, Tumacacori, Carmen, Elgin, Sonoita and Amado low-income residents. Region III consists of Southern Cochise County. Services are provided for Bisbee, Douglas, Elfrida, Sierra Vista, Tombstone, Huachuca City, Naco, Hereford, Palominas, Double Adobe, McNeal, Pirtleville and Whetstone low-income residents. Region IV consists of Northern Cochise County. Services are provided for Willcox, Bowie, San Simon, Sunsites, St. David, Sunizona, Cochise, Dragon Pomerene, Vail, Cascabel, Portal and Benson low-income residents. Services provided by SEACAP include but are not limited to: eviction prevention, move-in costs, homeless assistance, weatherization, telephone assistance, utility assistance, appliance repair/replace, transportation, supplemental nutrition assistance program, Health Marketplace, money management and income tax preparation, The programs currently available, that allow for these services to be provided are: Low Income Home Energy Assistance Program (LIHEAP), Utility Repair/Replace Deposit (URRD), Temporary Assistance to Needy Families (TANF), Telephone Assistance Program (TAP), Department of Energy (DOE), Emergency Food and Shelter Program (EFSP), United Way, Neighbors Helping Neighbors (NHN), Warm Spirit, Southwest Gas, Arizona Public Service, Title III, Social Service Block Grant (SSBG) and Home Energy Assistance Program (HEAP), Supplemental Nutritional Assistance Program (SNAP).
According to the SFY2016 SEACAP Needs Assessment Report, Bureau of Labor Statistics, Local Area Unemployment Statistics, Bureau of the Census and the U.S. Census Bureau population demographics, these are the existing socio-economic factors in Cochise, Graham, Greenlee and Santa Cruz counties are as follows:

Cochise County

The population for Cochise County is at 127,448 for 2014, a decrease of 2.97% from 2010. The racial composition is White (87.9%), African American (4.7%), Native American (1.7%), Asian or Pacific Islander (2.2%) and Other (3.5%) with 33.9% having Hispanic Heritage. The age distribution among Cochise County residents includes 6.4% under 5 years of age, 22.5% from 5-18 years of age, 74.5% from 19-64 years of age and 19.1% 65 years of age or above with the median age being 43. The median household income in Cochise County is $ 45,755 an increase of 1.96% from 2010. Of the Cochise County population, 21,794 or 17.1% live below the federal poverty line while the state's 17.9% of its population live below the federal poverty line. The Cochise County unemployment rate in 2014 is 7.8% which is above the State's rate of 6.6%. 27.4% of the population in Cochise County speaks languages other than English in their homes. There is an average of 2 to 3 people living in a household, a decrease of 50.0% from 2010 when there was an average of 4 to 5 people living in a household. Earnings per employee, a proxy for productivity, was $ 23,608 in Cochise County in 2014 – 6.9% less than the national and state average, but second highest of the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 41.8% was less than the national average of 54.3% and higher than the state average of 38.4%, but was ninth highest among the Arizona counties. Among the factors contributing to the low employment was the somewhat above-average share of the population that is of retirement age.

Graham County

The population for Graham County is at 37,957 for 2014, an increase of 1.94% from 2010. The racial composition is White (81.5%), African American (2.0%), Native American (14.0%), Asian or Pacific Islander (.6%), Other (1.9%) with 31.5% having Hispanic Heritage. The age distribution among Graham County residents includes 8.0% under 5 years of age, 28.4% from 5-18 years of age, 51.4% from 19-64 years of age, and 12.2% age 65 or above with the median age being 39. The median household income in Graham County is $ 44,943, an increase of 7.25% from 2011. Of the Graham County population, 8,464 or 22.3% live below the federal poverty line while the state's 17.9% of its population live below the federal poverty line. The Graham County 2014 unemployment rate is 7.5% which is higher than the state's rate of 6.6%. 20.1% of the population in Graham County speaks languages other than English in their homes. There is an average of 2 to 3 people living in a household, a decrease of 33.3% from 2011 when there was an average of 3 to 4 people living in a household. With the economy getting worse, families are starting to live together to be able to meet their daily basic needs. Earnings per employee, a proxy for productivity, were $17,168 in Graham County in 2014 – 32.30% less than the national and state average and second lowest of the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 31.8% is lower than the national average of 54.3% and the state average of 38.4% and fifth highest of the Arizona counties. Among the factors contributing to the low employment was the high share of the population that is under the age of 18.

Greenlee County

The population for Greenlee County is at 9,346 for 2014, an increase of 9.73% from 2010. The racial composition is White (91.9%), African American (1.5%), Native American (3.4%), Asian or Pacific Islander (.9%), Other (2.3%) and Hispanic or Latino origin (47.2%). The age distribution among Greenlee County residents includes 7.0% under 5 years of age, 28.2% from 5-18 years of age, 63.0% 19-64 years of age, 11.8% 65 years of age or older with the median age being 41. The median household income in Greenlee County is $47,992 a decrease of 1.47% from 2010. Of the Greenlee County population, 1,495 or 16.0% live below the federal poverty line while the state's 17.9% of its population lives below the federal poverty line. The Greenlee County unemployment rate in 2014 is 7.9% which is higher than the state's unemployment rate of 6.6%. 24.3% of the population in Greenlee County speaks languages other than English in their homes. There is an average of 2 to 3 people living in a household, a decrease of 33.3% from 2010 when there was an average of 3 to 4 people living in a household. Earnings per employee, a proxy for productivity, were $ 20,516 in Greenlee County in 2014 – a decrease of 61.19% less than the national and state average and fourth highest of the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 33.8% was lower than the national average of 54.3% and the state average of 38.4% and sixth highest of the Arizona counties. Among the factors contributing to the high employment were workers commuting from their homes in other counties and the low proportion of senior citizens living in Greenlee County.

Santa Cruz County

The population in Santa Cruz County is 46,695 for 2014, a decrease of 1.55% from 2010. The racial composition is White (96.3%), African American (.8%), Native American (1.3%), Asian or Pacific Islander (.7%), Other (.9%) with 82.5% having Hispanic Heritage. The age distribution among Santa Cruz County residents includes 7.4% under 5 years of age, 28.9% from 5-18 years of age, 48.4% 19-64 years of age, 15.3% 65 years of age or over with the median age being 35. The median household income in Santa Cruz County is $ 37,745, an increase of 3.35% from 2010. Of the Santa Cruz County population, 12,281 or 26.3% live below the federal poverty line while the state's 17.9% of its population live below the federal poverty line. The Santa Cruz County unemployment rate in 2014 is 11.7% which is higher than the state's rate of 6.6%. 76.9% of the population in Santa Cruz County speaks languages other than English in their homes. There is an average of 3 to 4 people living in a household, a decrease of 57.14% from 2010 when there was an average of 8 to 9 people living in a household. Earning per employee, a proxy for productivity, is only $ 17,664 in Santa Cruz County in 2014 – 30.34% less than the national and state average, but third lowest among the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 31.2% was considerable lower than the national average of 54.3% and the state average of 38.4%, ranking fourth highest among the counties. The low employment ratio in part results from the high share of residents who are children and from a high unemployment rate.

B. *Subcontracting Agencies*

Please identify subcontracting agencies, CSBG funding levels, and services provided by each agency.

SUBCONTRACTING AGENCIES

AGENCY NAME ADDRESS TELEPHONE NUMBER	SERVICES PROVIDED	CSBG FUNDS AWARDED
1.		
2		
3.		
4.	**"NOT APPLICABLE"**	
5.		
6.		
5.		
6.		
7.		
8.		

3. Linkages

Please provide information which describes how linkages will be developed to fill identified gaps in the services, through the provision of information, referrals, case management, and follow up consultation; ['676(b)(3)(B)]

SEACAP will work with other public and private organizations to expand services opportunities for individuals or families or to achieve community improvements. These linkages will be developed in 4 different ways.

1) Formal arrangements, such as memoranda of understanding or service contracts, between both entities, to coordinate referral and exchange of program services.

2) Financial agreements, between both entities, to promote individual or community economic development and/or infrastructure investments.

3) Informal working relationships with public or private agencies, organizations or individual service providers that expand service opportunities for low-income participants and their families, including routine service referrals and follow-up contacts.

4) Alliances between both entities that advocate for expanded services or community opportunities for low-income participants.

Refer to Attachment #2 (SEACAP SFY16 Partnerships)

4.   **Coordination of Funds**

Please provide information which describes how CSBG funds will be coordinated with other public and private resources; ['676(b)(3)(C)]

SEACAP has always coordinated CSBG funds with other public or private resources. CSBG pays a large portion of staff salaries and augments services. Whenever other funds are depleted, we have always combined funds to assist our low-income clients. All clients are provided with required multi-mixed resources to address their needs. The CSBG funds will be coordinated with the following resources:

Temporary Assistance for Needy Families (TANF)
Low Income Home Energy Assistance Program (LIHEAP)
Utility, Repair, Replacement and Deposit (URRD)
Neighbors Helping Neighbors (NHN)
Department of Energy (DOE)
United Way
Emergency Food and Shelter Program (EFSP)
Title III & XX (SEAGO)
Morenci/Water & Electric, Graham County Electric, Southwest Gas, Unisource,
Arizona Public Service (WEATHERIZATION)
Arizona Department of Transportation (ADOT MOBILITY FUNDS)

5.   **Innovative Community and Neighborhood Based Initiatives**

Please provide information which describes how the CAA will use funds to support innovative community and neighborhood-based initiatives related to the purposes of CSBG, which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging effective parenting; ['676(b)(3)(D)]

The key to developing new and innovative community/neighborhood-based initiative is first, collaboration, and second, funding. Without a strong collaborative effort, the initiative could be jeopardized. Community collaboration is a long path of education. SEACAP will learn about new funding opportunities, the importance of volunteer programs as a means of entry to corporate funding or perhaps the strength of community involvement.   Implementation of a particular initiative/project can be significantly reduced through collaboration. Community collaboration is initiated by actively listening. The objective is to make partner agencies share their vision and goals for the community. By combining each agency's strengths, a useful initiative/project can be developed that could help low-income participants become self-sufficient. By collaborating, duplication of effort will be reduced, services will be easier to access and agency costs will become more manageable.
SEACAP will cooperate with and participate in the planning and/or coordination of community services for low-income participants and mobilize community resources to develop comprehensive, multiple-purpose projects to meet a range of difficulties preventing low-income participant from attaining self-sufficiency.

6.   Child Support Referrals
Please provide information which describes how the CAA will inform custodial parents in single-parent families that participate in programs, activities, or services carried out under the CSBG about the availability of child support services; and refer eligible parents to the child support offices of the State. [678G(b)(1) & (2)

Upon completion of the Family Development Survey (SEACAP assessment form), the Case Manager will identify the participants who needs assistance from the local child support office. Custodial parents in single-parent families will be informed of their options as they relate to child support services such as locating non-custodial parents, establishing paternity, establishing support orders, collecting support payments and services for Non-Custodial parents.   These participants will be referred to the local Child Support Enforcement Agency to apply for eligible services. Follow-up will be conducted by SEACAP staff.

7.   Results Oriented Management and Accountability (ROMA) Performance Measures
Please attach a copy of the ROMA Catalog and specify the performance measures the CAA will report in the timeframe covered by this Community Action Plan, to measure agency success in achieving the six OCS National Community Action Goals.

Refer to attachment #3 (SEACAP ROMA Goals SFY16)

Goals	Community Needs / Gaps in Service	Performance Measures

Low-income People Become More Self-Sufficient	**Employment & Industry:**
	
	• *Unemployment rates in 2014*
	  Graham County: 7.5%
	  Greenlee County: 7.9%
	  Santa Cruz County: 11.7%
	  Cochise County: 7.8%
	  State of Arizona: 6.3%
	
	• *Entry wages vs. experienced wages*
	  Low living wage jobs for county's poorest residents
	
	• *Travel time and/or distance by worker to job site ranges from < 5 minutes to 90+ minutes*
	
	• *Lack of opportunity for advancement*
	
	• *Employment availability is limited to Construction Wholesale & Retail Trade, Educational Services, Health Care and Social Services*
	
	• *Low Educational Attainment*
	
	• *Lack of Training or experience*
		1) of Participants Enrolled in Program(s)
		2) # of Participants Expected to Achieve Outcome In Reporting Period
		3) # of Participants Achieving Outcome in Reporting Period
		4) Percentage Achieving Outcome in Reporting Period (C/B=D)
		5) Aggregated Dollar Amounts (Payments, Credits or Savings)

Goals	Community Needs / Gaps in Service	Performance Measures

The Conditions in Which Low-Income People Live are Improved.	**Expand and Improve Public Transportation**
	 • *Mobility Limited Population*
	   a) *Elderly dependent due to physical/financial limitations*
	   b) *Population identified with a mobility limitation*
	   c) *Persons identified as living below the poverty levels*
	   d) *Persons identified as not having access to an automobile*
	   e) *Availability of transit service is limited*
	
	 • *Welfare recipients face significant barriers in trying to move from welfare to work without adequate transportation*
	
	 • *Job search and work activities require people to travel more*
	
	 • *Auto insurance presents a substantial barrier to owning and operating a car and constitutes the highest annual vehicle-related cost for low-income drivers*
		1) **# of Projects or Initiatives**
		 2) **# of Opportunities and/or Community Resources Preserved or Increased**
		
		 1) **Total Contribution by Community**
		
		 1) **# of Jobs**

Low Income People Own a Stake in Their Community	**None identified as Community Needs/Gaps in Service**	1) **Total Number of Volunteer Hours** 2) **Number of Low-Income People**
Partnerships Among Supporters and Providers of Service to Low-Income People are Achieved.	**None identified as Community Needs/Gaps in Service**	1) **# of Organizational Partnerships**

Goals	Community Needs / Gaps in Service	Performance Measures
Agencies Increase Their Capacity to Achieve Results	**<u>None identified as Community Needs/Gaps in Service</u>**	1) **Resources in Agency**
Low-Income People, Especially Vulnerable Populations, Achieve their Potential by Strengthening Family and Other Supportive Systems	**<u>Meeting Basic Needs</u>** • *Not eligible/do not qualify for assistance – 39.9% said that was Somewhat of a Problem* • *Pride (do not want to ask for help) – 52.7% said this was a Big Problem* • *Do not know where to go for help – 42.8% said this was a Not a Problem* • *Inadequate transportation/distance – 36.6% said this was a Big Problem* • *Poor Health/Disabilities make it difficult to get services – 41.9% said this was a Somewhat of a Problem* • *Programs/Services not available in my area – 88.6% said this was a Big Problem* **<u>Healthcare</u>** • *Health insurance premiums have doubled causing deductibles and co-payments to go higher and the employee bears most of the cost* • *Hospital outpatient and pharmaceutical expenses are projected to continue with an average annual increase of approximately 15% per year* • *The 12% annual rate of increase for hospital inpatient care and physician services seen in the first half of the decade is also projected to continue through 2014* • *The rate of increase for healthcare expense will likely continue to outpace the overall rate of inflation*	1) **# of Vulnerable Individuals Living Independently** 1) **# of Individuals Seeking Assistance** 2) **# of Individuals Receiving Assistance** 1) **# of Participants Enrolled in Program** 2) **# of Participants Expected to Achieve Outcome in Reporting Period** 3) **# of Participants Achieving Outcome in Reporting Period** 4) **Percentage Achieving Outcome in Reporting Period (3/2 = 4)**

Goals	Community Needs / Gaps in Service	Performance Measures

Low-Income People, Especially Vulnerable Populations, Achieve their Potential by Strengthening Family and Other Supportive Systems (con't).	**Education**
	   • *Residents not born in the U.S. have a serious problem with their ability to read and write English*
	
	   • *Percentage of students who meet/exceed are measured by the AIMS Scores*
	
	   • *Adequate Yearly Progress (AYP – percent of students achieving state academic standards in at least reading, language arts and math), mandated by the federal government, were not met by some of the Districts for 2012, 2013 & 2014.*
		1) **# of Participants Enrolled in Program**
		2) **# of Participants Achieving Outcome in Reporting Period**
		
		1) **# of Services**