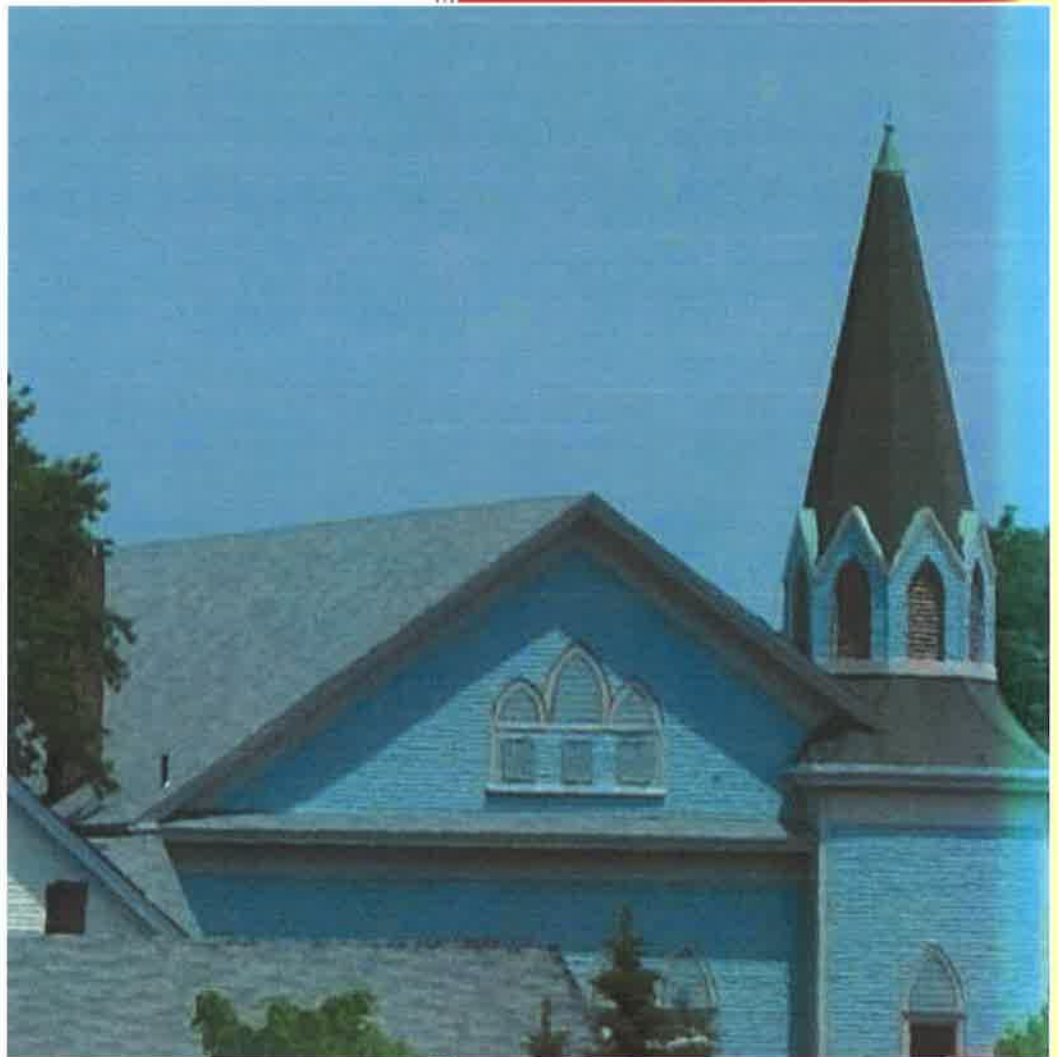


Community Assessment Report & Strategic Plan

2018- 20

CITIZENS FOR CITIZENS, INC.



Citizens for Citizens, Inc.

David A. Biltcliffe, Executive Director

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EXECUTIVE SUMMARY

Board Authorization

The Board of Directors met on Monday July 10, 2017 and voted to approve this Community Assessment Report & Strategic Plan (CARSP) for Citizens for Citizens, Inc. and to authorize its submission to the Massachusetts Department of Housing and Community Development.

Agency Description

Citizens for Citizens, Inc. (CFC) was incorporated pursuant to the Economic Opportunity Act in 1965 to serve as the Community Action Agency for the greater Fall River area. In 1978 its service area was expanded to include the greater Taunton area. During fiscal year 2016 CFC provided assistance to 35,990 individuals from 18,599 families.

Mission Statement

The mission of Citizens for Citizens, Inc. is to advocate on behalf of low-income residents and address the causes and effects of poverty through the provision of direct and integrated services, the promotion of self-sufficiency, and the advancement of social change.

Vision Statement

Citizens for Citizens, Inc. strives to be a conduit of change, helping all individuals and families within our service area to achieve the greatest level of stability and economic security.

Community Profile

Our service area consists primarily of eleven communities, ten of which are located in Bristol County in southeastern Massachusetts while one, namely Lakeville, is in Plymouth County. Our six CSBG designated communities are the cities of Fall River and Taunton, and the towns of Somerset, Swansea, Westport, and Freetown which surround Fall River. Taunton is bordered by some of our other service area communities, namely Berkley, Dighton, and Rehoboth while Seekonk borders Rehoboth to the east. Our only Plymouth County community, Lakeville, borders Taunton and Berkley to the west and Freetown to the west and south.

In our Community Profile we have also included information about Hampden County because one of our programs, the Senior Community Service Employment Program (SCSEP), services 19 individuals from several communities. Information about Bristol County, Plymouth County and Massachusetts as a whole is provided as well.

Community and Internal Assessment Process

The methodology used included a community needs assessment survey, an internal needs assessment survey, eight stakeholder interviews, a survey of the board of directors, a focus group discussion and customer satisfaction survey results.

Key Findings: Community Assessment

There were four needs identified as a result of the community assessment: A. Housing Stability; B. Access to Affordable Food/Food Security; C. Increased Financial Capability; and D. Increased Access to Available Health Care. All fall within the category of individual/family needs.

Key Findings: Internal Assessment

Needs identified included better communication between agency programs and improved coordination of services. Surveys report that programs are well run and effective in achieving their goals. The Internal Needs Assessment also revealed that employees feel adequately trained. The recent audit confirmed that the agency's financial standing is very positive and has all appropriate financial management policies, practices and procedures in place. The audit also recommended that CFC engage in more fundraising from non-governmental sources.

Specific Three Year Goals and Specific Objectives

Three year goals are as follows:

(1) Greater Access to Affordable Food

- SNAP outreach to be extended to Taunton
- WIC to be maintained
- Food Pantry to extend to having one evening session per week

(2) Housing Stability through continuation of our FEMA funded program while seeking other funding sources, increasing service coordination with other rental assistance programs and establishing a partnership with legal assistance programs. Also, we will continue to provide fuel assistance (LIHEAP), weatherization, and Heart WAP.

(3) Increased Financial Capability

- Head Start/Early Head Start
- Foster Grandparent Program
- Child Care Programs
- Senior Community Service Employment Program
- VITA and IDA

(4) Substance Abuse Education, Prevention, and Treatment

- Distribution of treatment facility information

(5) Access to Health Care

- Family Planning and Teen Pregnancy Prevention

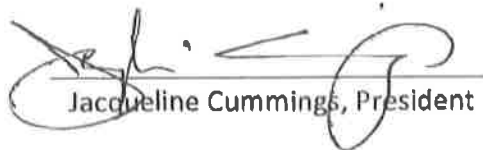
Plan Monitoring and Reporting

Program progress reports will be prepared by program directors in a format consistent with the Community Services Block Grant (CSBG) Annual Report and Community Action Plan 6 and 12 month progress reports. Reports will be submitted monthly for review by the Executive Director and approved by the Board of Directors at each of its regular meetings. Progress reports and the Annual Report will also be reviewed by the board.

BOARD AUTHORIZATION

At a meeting of the Board of Directors duly held on Monday July 10, 2017, a quorum being present, it was unanimously voted to approve this Community Assessment Report & Strategic Plan of Citizens for Citizens, Inc. and to authorize its submission to the Massachusetts Department of Housing and Community Development.

17 Aug 2017
Date


Jacqueline Cummings, President

AGENCY DESCRIPTION

Since 1965 Citizens for Citizens, Inc. (CFC) has offered assistance and hope to individuals and families living in poverty in Southeastern Massachusetts. The following timeline highlights many of the significant events occurring since the establishment of CFC as a private, nonprofit Community Action Program. The programs mentioned (except ARRA) represent those that have remained in existence since the time of their establishment. Participation levels are from FY 2016.

Timeline:

1965 – Citizens for Citizens, Inc. (CFC) is incorporated pursuant to the Economic Opportunity Act to serve as the Community Action Agency for the greater Fall River area.

1966 – The Head Start Program opens centers throughout Fall River to provide pre-school educational programs for children ages 3 to 5 years. Program activities later expanded to include immunizations and dental, vision and hearing screenings.

1968 – Employment opportunities for persons age 55 and older are created through the funding of the Senior Aide Program now the Senior Community Service Employment Program (SCSEP).

1972 -The Family Planning Program begins providing quality, comprehensive family planning and reproductive health care to low-income women and adolescents.

1972- The Foster Grandparent Program places seniors in school-based facilities to work with children on a one on one basis to improve reading and math skills.

1973 – Operation Christmas is launched to provide toys and clothing for low income children and to establish lasting partnerships within our community.

1975 - Fuel Assistance programs are started to help reduce the burden of high heating and energy costs for eligible area residents.

1975 – Our Food Pantry begins providing nutritional assistance to area families.

1977- Our Weatherization Program begins making housing units more energy efficient and less costly to occupy.

1978 – CFC's service area is expanded to the greater Taunton area.

1979 – The Women, Infants & Children (WIC) Program is established to provide food and nutritional services to eligible women, infants and children in the greater Taunton area.

1981 – **After School** and **Family Day Care** programs are established to provide day care for children of working parents.

1982 – The **Retired Senior Volunteer Program (RSVP)** is established to provide meaningful volunteer opportunities for persons age 55 and over.

1998 – The **Housing Assistance Program** is established to provide emergency assistance to families at risk of becoming homeless.

2004 – The Volunteer Income Tax Assistance (VITA) Program is established at CFC which enables lower income tax filers to access tax credits including the EITC free of charge.

2005 – The **Online Food Stamp (now SNAP) Program** begins enhancing area residents' ability to purchase food.

2007 – CFC establishes its **Individual Account (IDA) Program** thereby enabling area residents to purchase a home for the first time or financially support their post-secondary education.

2009 – CFC provides an array of services and programs and generates employment through the ARRA CSBG Program.

2010 – CFC receives \$8,500,000 in American Recovery and Reinvestment Act funding to weatherize more than 1,200 homes and apartments.

2016 – Citizens for Citizens, Inc. provides assistance to a total of **35,990 individuals** (unduplicated count) representing **18,599 families** through the above established programs during fiscal year 2016.

MISSION STATEMENT

The mission of Citizens for Citizens, Inc. is to advocate on behalf of low-income residents and address the causes and effects of poverty through the provision of direct and integrated services, the promotion of self-sufficiency, and the advancement of social change.

CFC's mission statement was last modified at the recommendation of the Planning Committee to the Board of Directors on July 29, 2014 when the Community Action Plan for 2015-17 was approved by said board.

At its meeting of July 10, 2017, the board voted to approve CFC's Community Assessment Report & Strategic Plan and to leave the mission statement unchanged. In doing so the board specifically found that: (1) the mission addresses poverty; and (2) the agency's programs and services are in alignment with the mission.

VISION STATEMENT

Citizens for Citizens, Inc. strives to be a conduit of change, helping all individuals and families within our service area to achieve the greatest level of stability and economic security .

Connection: We will connect people with tools – programs, services, resources and education – to create meaningful opportunities and address the causes and effects of poverty.

Communication: We will inform our stakeholders and community at large about local needs and available services, while playing a key role in facilitating a foundation of support to combat poverty.

Partnership: We will seek out input from other stakeholders in our community, engaging in a collaborative approach to meeting community needs efficiently, effectively and creatively.

Coordination: We will work to coordinate services both internally among CFC’s own programs and externally among other service providers, to ensure individual and family needs are met while embracing the rich cultural and ethnic diversity of the communities in our region.

Respect: We will treat everyone who seeks out our services with dignity and respect, and endeavor to offer hope and positive support.

COMMUNITY PROFILE

Since its incorporation in 1965, our Community Service Block Grant (CSBG) designated area has always been the major focus of our organization in terms of delivery of services. As our organization continued to grow and reach out to different communities, the lines between our traditional CSBG service area and our actual service area became somewhat blurred. DHCD has encouraged all Community Action Agencies to think beyond the limits of our CSBG designated area when considering what our service area truly is, especially as it relates to the Community Profile for the CARSP. Traditionally, CFC has always seen Bristol County as our main service area, despite not having every community included in our CSBG designated area. However, when we took a closer look at this issue, we came to realize that CFC serves clients in 75 different communities across 9 different counties in Massachusetts.

The nature of CFC's reach beyond our traditional corner of the commonwealth is primarily due to two of our programs: (1) Women, Infants and Children (WIC) and the (2) Senior Community Service Employment Program (SCSEP). Given that WIC does not have any geographical boundaries in terms of the clients it can serve, it is likely why we were seeing clients being served from as far away as Norfolk, Middlesex, and Worcester Counties. The story with SCSEP is somewhat different. Per the terms of the grant money we receive to run SCSEP, our organization is mandated to operate in places beyond our traditional service area, such as Hampden County. That is why we chose to include Hampden County for our county profile, as we have 19 clients being served by SCSEP in several different communities.

The remainder of our programs has a much more local geographic footprint, primarily confined to Bristol County. Our CSBG designated area has been and continues to be six communities in Bristol County, which make up over 85% of the total clients served by CFC. They are: (1) the City of Fall River, (2) the City of Taunton, (3) the Town of Freetown, (4) the Town of Westport, (5) the Town of Somerset, and (6) the Town of Swansea. However, we realize that we continue to have a positive impact in Bristol County as a whole. Thus, when taking into account where our programs are concentrated most beyond our CSBG designated area, we believe our actual service area includes the following communities in Bristol County: (7) the Town of Seekonk, (8) the town of Dighton, (9) the town of Berkley and (10) the town of Rehoboth. In addition, (11) the Town of Lakeville in Plymouth County has also been added to our Community Profile, given the breadth of services CFC provides and the number of clients in that community.

Our Community Profile section will consist of county data, which provides a high-level overview of the counties in which CFC primarily operates. The following profiles of the 11 communities in our service area are meant to dig deeper, and provide additional information about the areas where CFC has the greatest presence.

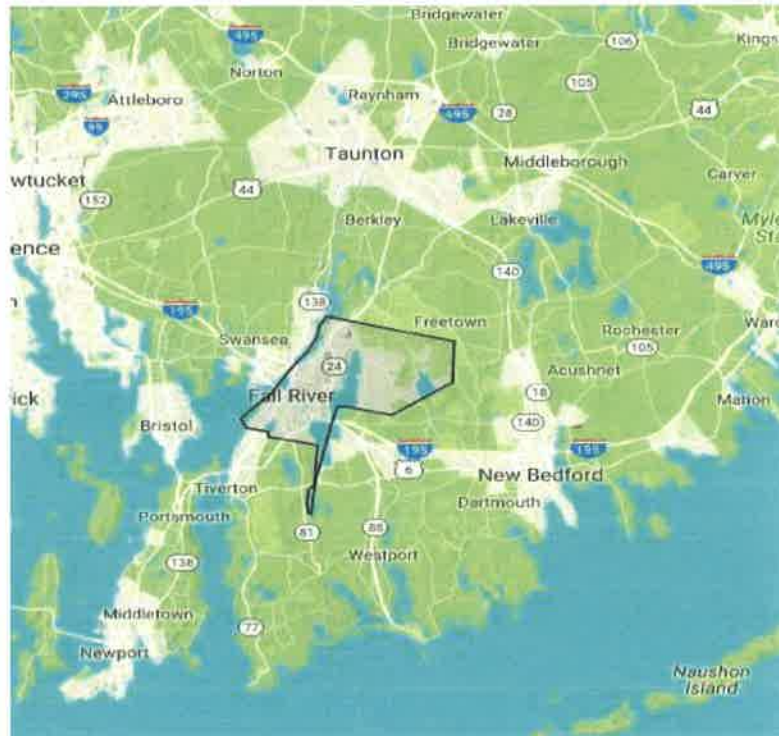
2011-2015 ACS Demographic Data	Bristol Cty.		Plymouth Cty.		Hampden Cty.		Massachusetts	
Population	552,763	100%	503,681	100%	468,041	100%	6,705,586	100%
Men	267,650	48.4%	245,337	48.7%	225,611	48.2%	3,249,650	48.5%
Women	285,113	51.6%	258,344	51.3%	242,430	51.8%	3,455,936	51.5%
Under 20 years	133,518	24.1%	128,294	25.4%	122,190	26.2%	1,607,560	24%
20-34 years	105,398	19%	81,661	18.2%	93,406	20%	1,398,523	20.9%
35-54 years	157,133	28.4%	144,357	28.6%	121,574	26%	1,844,825	27.6%
55-74 years	118,026	21.3%	116,350	23.2%	98,098	20.9%	1,404,249	21%
75+ years	38,688	7%	33,019	6.5%	32,773	7%	450,699	6.7%
White	465,443	84.2%	417,802	82.9%	305,962	65.4%	4,982,325	74.3%
Black/African Am.	20,445	3.7%	45,431	9%	40,519	8.7%	478,947	7.1%
Asian	11,455	2.1%	6,403	1.3%	9,870	2.1%	400,675	6%
Hispanic/Latino	37,322	6.8%	17,786	3.5%	106,386	22.7%	707,928	10.6%
Other	24,120	4.4%	12,833	2.5%	38,097	8.1%	296,428	4.4%

2011-2015 ACS Economic Data	Bristol Cty.		Plymouth Cty.		Hampden Cty.		Massachusetts	
Employed (Age 16+)	269,391	59.9%	252,016	62.4%	212,742	56.8%	3,415,975	62.3%
Unemployed	26,521	5.9%	21,543	5.3%	23,583	6.3%	280,164	5.1%
Commuted by Car	215,651	82.1%	200,690	81.2%	172,156	82.5%	2,390,090	71.4%
Carpooled	23,694	9%	17,615	7.1%	17,205	8.2%	258,094	7.7%
Public Transit	6,645	2.5%	12,606	5.1%	4,562	2.2%	327,144	9.8%
Other	8,570	3.2%	6,731	2.7%	7,689	3.7%	219,670	6.5%
Private Health Insurance	384,776	70.5%	380,532	76.7%	289,877	62.7%	4,937,598	74.5%
Public Health Coverage	213,226	39.1%	165,802	33.4%	214,760	46.4%	2,268,955	34.2%
No Health Insurance	20,921	3.8%	16,134	3.3%	18,254	3.9%	235,963	3.6%

2011-2015 ACS Federal Poverty Level	Bristol Cty.	Plymouth Cty.	Hampden Cty.	Massachusetts
Population below Federal Poverty Lvl.	12.7%	8.2%	17.5%	11.6%
Male	11.3%	7.4%	15.8%	10.3%
Female	14%	9%	19%	12.8%
Under 18 years	17.4%	11.4%	27.2%	15.2%
Under 5 years	20.9%	13.3%	31.6%	17%
White Only	10.6%	6.2%	13.3%	9%
Black Only	22%	20.8%	24.3%	22%
Hispanic Only	39.4%	20.2%	41%	29.3%
Female householder	27.4%	20.2%	34.3%	25.5%
Children <18 years	36.8%	28.7%	44.8%	35.3%
Children <5 years	43.8%	28.2%	53.1%	39.2%

2011-2015 ACS Income Data	Bristol Cty.		Plymouth Cty.		Hampden Cty.		Massachusetts	
	House	Family	House	Family	House	Family	House	Family
Less than \$10,000	13,410	5,215	7,928	3,581	14,375	7,310	155,390	58,643
\$10,000 - \$24,999	36,527	14,723	14,580	7,401	33,985	14,917	348,350	131,129
\$25,000 - \$49,999	44,569	26,717	32,426	19,556	39,369	24,918	462,242	258,055
\$50,000 - \$74,999	35,205	23,931	29,796	20,871	29,688	20,067	402,960	249,664
\$75,000 - \$99,999	26,935	21,132	25,217	19,226	21,099	15,754	317,568	223,266
\$100,000 - \$199,999	45,966	38,892	50,444	44,293	32,087	20,077	636,415	503,880
\$200,000 or more	9,417	8,267	15,634	14,248	6,297	5,608	226,796	196,280
Median Income (\$)	56,842	73,775	75,459	91,720	50,461	62,350	68,563	87,085
Mean Income (\$)	74,815	88,872	97,204	113,082	67,900	79,648	94,143	112,945

2011-2015 ACS Data	Total	Pct.
Total Population	88,727	100%
Male	41,611	46.9%
Female	47,116	53.1%
White	71,199	80.2%
Black/African Am.	3,677	4.1%
Asian	2,030	2.3%
Hispanic/Latino	8,003	9%
Other	5,025	5.6%
Two or more Races	3,469	3.9%
Use Foreign Language ¹	27,806	33.4%
Educated POP (25+ yrs)	62,062	100%
Grade School or less	9,553	15.4%
Some HS Education	8,172	13.2%
HS Diploma & Equiv.	20,620	33.2%
Associates Degree	5,144	8.3%
Bachelors Degree	6,032	9.7%
Graduate or more	2,516	4.1%
Drug Overdose Deaths ²	128	N/A
Population under FPL ³	20,246	23.2%
Under 18 years FPL	6,544	37.2%
18-64 years old FPL	11,874	21.1%
65 and older FPL	1,828	13.8%
Civilian Labor Force ⁴	43,253	59.6%
Unemployment Rate	N/A	13.3%
Median Family Income	\$44,023	N/A
Median House Income	\$35,213	N/A
Total Housing Units	43,725	100%
Occupied Houses	38,765	88.7%
Vacant Houses	4,960	11.3%
Rental Vacancy Rate	N/A	3.6%
Rent = 35%+ of Income	10,180	42.6% ⁵
Number of CFC Clients ⁶	21,450	24.1% ⁷

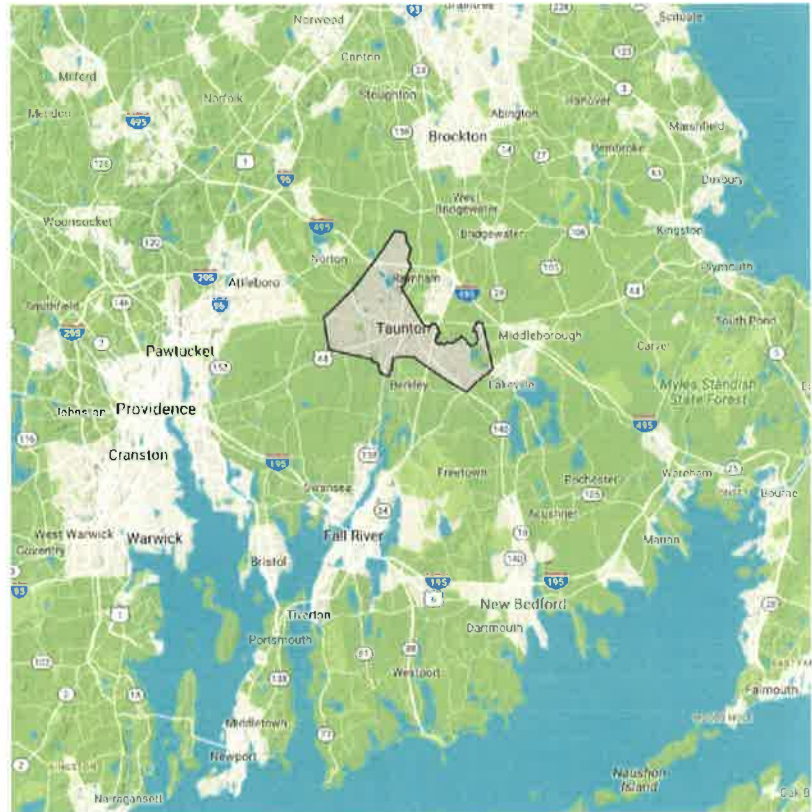


Fall River is located on Mt. Hope Bay, near the mouth of the Taunton River, and is within 50 miles of the cities of Boston, New Bedford, Taunton, and Providence, RI. The economic base for Fall River was a once-thriving textile manufacturing industry that has mostly departed, leaving behind a large, poor, under-educated population that is generally not yet equipped with the skills necessary to attract and fill jobs in newer growth industries. Lack of job opportunities as well as local unemployment levels higher than state and national averages has led to a substantial “brain drain” of the city’s younger citizens. Efforts to improve the local economic situation for Fall River residents have so far only achieved minimal success, and the need for all types of family assistance remains very high.

Fall River’s statistics remain similar to what they were in the 2008-2012 ACS data set used during the last CARSP cycle. Fall River’s racial and gender statistics remain fairly constant. The unemployment rate dropped from 14.7% to 13.3%. Fall River remains one of the most afflicted communities in the Commonwealth from the opioid epidemic. The city’s 128 deaths from 2012-2015 are tied for fifth most in the Commonwealth, and Fall River suffered 78 deaths in 2016 alone.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16; ⁷—% of total population

2011-2015 ACS Data	Total	Pct.
Total Population	56,276	100%
Male	27,153	48.2%
Female	29,123	51.8%
White	47,425	84%
Black/African Am.	3,248	5.8%
Asian	618	1.1%
Hispanic/Latino	3,773	6.7%
Other	1,424	2.5%
Two or more Races	1,333	2.4%
Use Foreign Language ¹	10,674	20.3%
Educated POP (25+ yrs)	39,709	100%
Grade School or less	3,313	8.3%
Some HS Education	3,809	9.6%
HS Diploma & Equiv.	13,818	34.8%
Associates Degree	3,548	8.9%
Bachelors Degree	5,057	12.7%
Graduate or more	2,404	6.1%
Drug Overdose Deaths ²	60	N/A
Population under FPL ³	6,922	12.4%
Under 18 years FPL	1,866	16%
18-64 years old FPL	4,026	11.1%
65 and older FPL	1,030	13.3%
Civilian Labor Force ⁴	30,053	65.6%
Unemployment Rate	N/A	8.9%
Median Family Income	\$69,318	N/A
Median House Income	\$53,058	N/A
Total Housing Units	23,724	100%
Occupied Houses	22,035	92.9%
Vacant Houses	1,689	7.1%
Rental Vacancy Rate	N/A	5.2%
Rent = 35%+ of Income	3,248	41% ⁵
Number of CFC Clients ⁶	5,223	9.2% ⁷

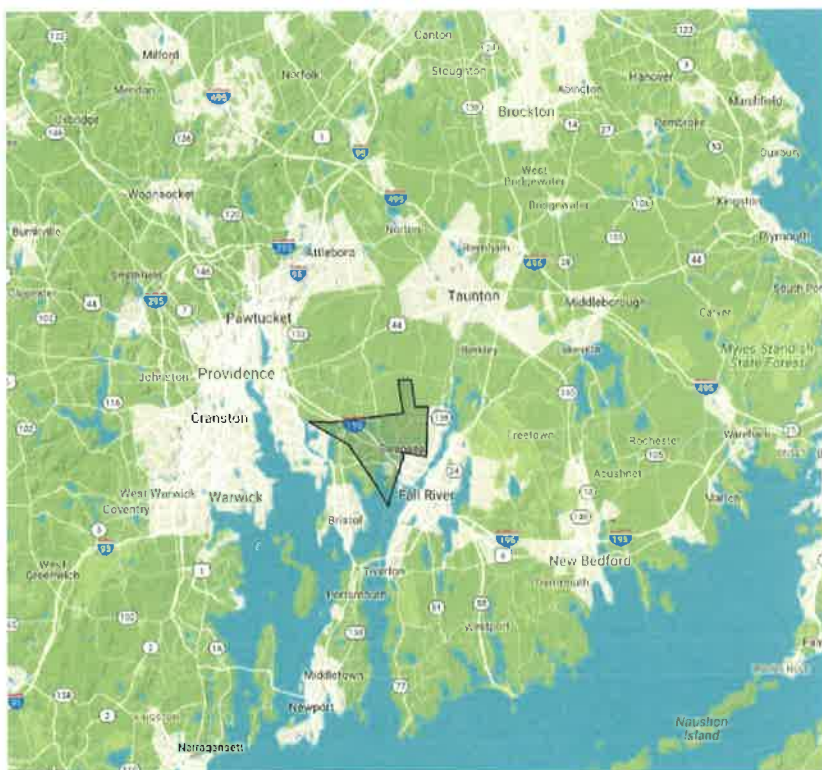


Taunton is a diverse, industrial city located on the Taunton River, 40 miles south of Boston. It has a total area of 48.0 square miles, making it the third largest city by area in the state. In the 19th century, Taunton was a center of the silver and iron-making industries. Today, the Myles Standish Industrial Park in north Taunton is occupied by 100 companies, employing 7,400 people. Taunton continues to grapple with a lack of affordable housing and decent paying jobs for city residents, along with issues regarding the needs of the elderly, educational preparedness of poor children and substance abuse in the community.

Since the last CARSP cycle, Taunton's population has risen slightly from 55,951 in the 2008-2012 ACS to 56,276. However, the population living under the Federal Poverty Level has dropped slightly, from 13.1% to the current 12.4% in the 2011-2015 ACS dataset. The unemployment rate of 7.5% in the last cycle has risen to 8.9% in our current data. Taunton's median household income, as well as racial and gender data, has remained virtually identical to the data collected three years ago.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16; ⁷—% of total population

2011-2015 ACS Data	Total	Pct.
Total Population	16,142	100%
Male	8,040	49.8%
Female	8,102	50.2%
White	15,762	97.6%
Black/African Am.	45	0.3%
Asian	55	0.3%
Hispanic/Latino	141	0.9%
Other	17	0.1%
Two or more Races	199	1.2%
Use Foreign Language ¹	1,508	9.7%
Educated POP (25+ yrs)	12,017	100%
Grade School or less	659	5.5%
Some HS Education	698	5.8%
HS Diploma & Equiv.	3,821	31.8%
Associates Degree	1,314	10.9%
Bachelors Degree	1,745	14.5%
Graduate or more	1,109	9.2%
Drug Overdose Deaths ²	13	N/A
Population under FPL ³	991	6.2%
Under 18 years FPL	293	10.5%
18-64 years old FPL	514	5.1%
65 and older FPL	184	6%
Civilian Labor Force ⁴	9,328	68.8%
Unemployment Rate	N/A	5.9%
Median Family Income	\$87,087	N/A
Median House Income	\$73,168	N/A
Total Housing Units	6,627	100%
Occupied Houses	6,025	90.9%
Vacant Houses	602	9.1%
Rental Vacancy Rate	N/A	0%
Rent = 35%+ of Income	280	40.6% ⁵
Number of CFC Clients ⁶	1,217	7.5% ⁷

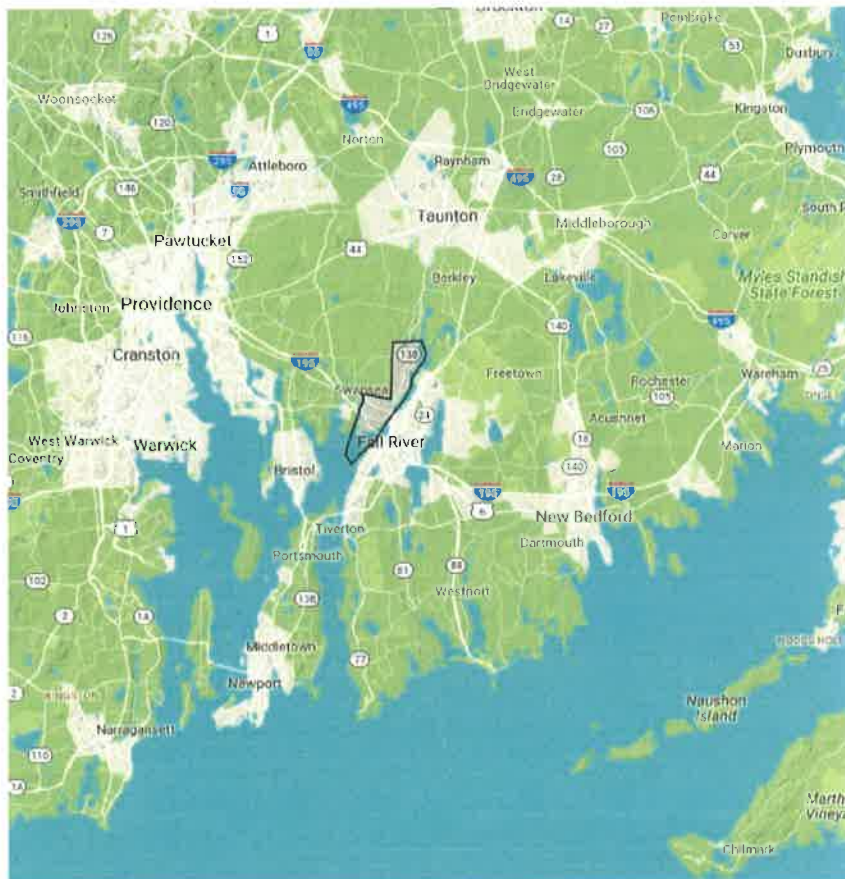


Swansea is a suburban/rural community of 25.5 square miles located on the western border of Somerset, about 50 miles from Boston. Though primarily residential in nature, the Town of Swansea and the surrounding area are served by the large number of retail stores located in and around the Swansea Mall and also along other highways that pass through the town. The Stevens Home, a behavioral treatment center for adolescent males, is located in the town, and special education for adolescents in a residential environment is available in Swansea at the Meadowridge Behavioral Health Center. Swansea gained national attention in 1985 as being the first town to allow a student (Mark Hoyle) with AIDS to attend public schools. Hoyle died in 1986, and an elementary school is named in his honor.

Swansea's white population has grown slightly since the last CARSP cycle, from 96.5% in the 2008-2012 ACS to 97.6% in 2011-2015. The unemployment rate has dropped dramatically, from 10.8% to the current 5.9%. Correspondingly, the median household income for Swansea has risen from \$71,926 to \$73,168 in 2011-2015. This continues a trend seen in the last cycle, where median household income rose from \$67,595 in the 2005-2009 ACS to \$71,926 in the 2008-2012 ACS.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16, ⁷—% of total population

2011-2015 ACS Data	Total	Pct.
Total Population	18,271	100%
Male	9,155	50.1%
Female	9,116	49.9%
White	17,596	96.3%
Black/African Am.	11	0.1%
Asian	154	0.8%
Hispanic/Latino	127	0.7%
Other	103	0.6%
Two or more Races	297	1.6%
Use Foreign Language ¹	2,930	16.7%
Educated POP (25+ yrs)	13,493	100%
Grade School or less	873	6.5%
Some HS Education	1,221	9%
HS Diploma & Equiv.	3,912	29%
Associates Degree	1,259	9.3%
Bachelors Degree	2,141	15.9%
Graduate or more	1,322	9.8%
Drug Overdose Deaths ²	9	N/A
Population under FPL ³	1,437	8%
Under 18 years FPL	484	13.6%
18-64 years old FPL	692	6.5%
65 and older FPL	261	6.9%
Civilian Labor Force ⁴	9,370	61%
Unemployment Rate	N/A	10%
Median Family Income	\$81,727	N/A
Median House Income	\$70,502	N/A
Total Housing Units	7,358	100%
Occupied Houses	6,875	93.4%
Vacant Houses	483	6.6%
Rental Vacancy Rate	N/A	0%
Rent = 35%+ of Income	437	35.8% ⁵
Number of CFC Clients ⁶	1,170	6.4% ⁷

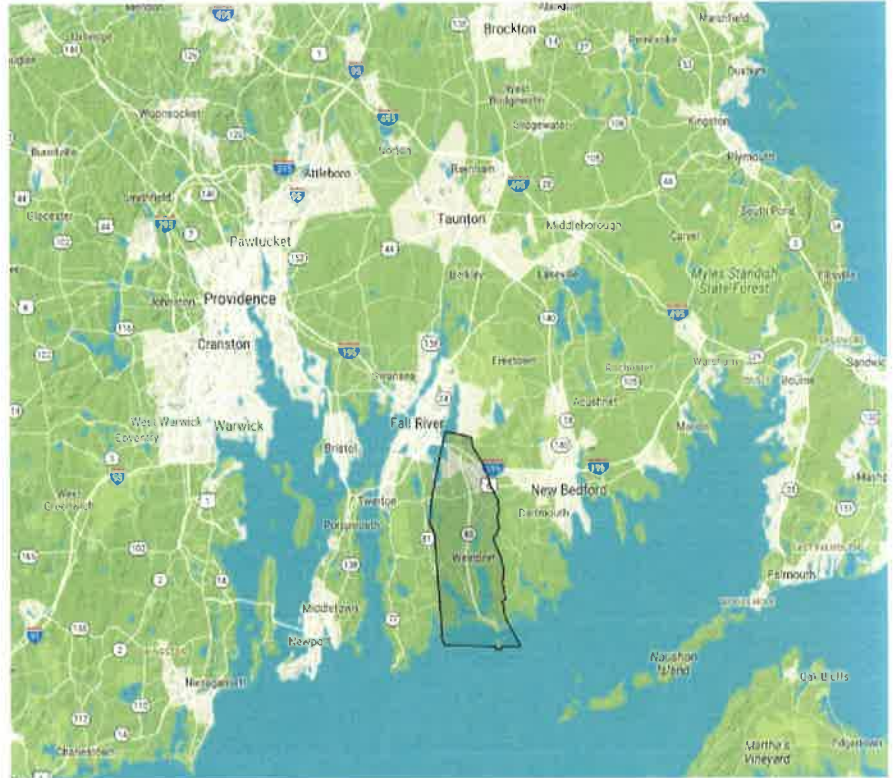


The Town of Somerset is a suburban area located in Bristol County along the western side of the Taunton River and west of Fall River which is on the eastern side of said river. It is a largely residential community, and was home to the Brayton Point Power Station, now closed, which was New England's largest fossil-fueled power plant and also the source of some air pollution concerns. Its future remains uncertain. Somerset has 15 miles of waterfront that is mainly used for recreational purposes.

Somerset's population, racial statistics, and median household income have all remained the same since the 2008-2012 ACS. However, the percentage of the total population living under the Federal Poverty Line has risen substantially since the last CARSP cycle, from 5.6% to 8% in the 2011-2015 ACS. This continues the trend seen last cycle, where the percentage of the total population living under the Federal Poverty line rose from 3.4% in the 2005-2009 ACS to 5.6% in the 2008-2012 ACS. The unemployment rate has remained near constant at 10%, down from 10.3% in the last cycle.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16, ⁷—% of total population

2011-2015 ACS Data	Total	Pct.
Total Population	15,707	100%
Male	7,873	50.1%
Female	7,834	49.9%
White	15,401	98.1%
Black/African Am.	39	0.2%
Asian	36	0.2%
Hispanic/Latino	32	0.2%
Other	4	0.1%
Two or more Races	210	1.3%
Use Foreign Language ¹	2,237	14.8%
Educated POP (25+ yrs)	11,510	100%
Grade School or less	833	7.2%
Some HS Education	800	7%
HS Diploma & Equiv.	3,598	31.3%
Associates Degree	875	7.6%
Bachelors Degree	2,042	17.7%
Graduate or more	1,506	13.1%
Drug Overdose Deaths ²	10	N/A
Population under FPL³	654	4.2%
Under 18 years FPL	116	4%
18-64 years old FPL	298	3.2%
65 and older FPL	240	7%
Civilian Labor Force⁴	8,531	64.7%
Unemployment Rate	N/A	7.6%
Median Family Income	\$93,597	N/A
Median House Income	\$79,841	N/A
Total Housing Units	7,361	100%
Occupied Houses	6,096	82.8%
Vacant Houses	1,265	17.2%
Rental Vacancy Rate	N/A	0%
Rent = 35%+ of Income	314	34% ⁵
Number of CFC Clients ⁶	1,163	7.4% ⁷



Westport is a residential and farming community located in southwestern Bristol County. The town includes Westport Harbor, where two branches of the Westport River converge and then empty into Buzzards Bay. Horseneck Beach State Reservation is a coastal beach area encompassing 600 acres in Westport, and is very popular visitor destination with South Coast residents during the warmer months of the year. Much of Westport's town identity is based on family farms, its fishing fleet, historic buildings, local restaurants, and summer seaside activities.

Westport continues to remain one of the wealthiest communities in CFC's CSBG-designated service area, surpassed only by Freetown. The percentage of the total population living below the Federal Poverty Level has remained virtually the same since the last cycle (4% in the 2008-2012 ACS). The median household income has continued to rise from \$62,761 in 2005-2009, to \$76,614 in 2008-2012, to \$79,841 in 2011-2015. The unemployment rate has also dropped from 11.7% in the last cycle to 7.6% in the 2011-2015 ACS dataset. Westport also remains one of the least racially diverse communities in CFC's service area, with 98.1% of the town's residents identifying as white, up from 97.7% in 2008-2012.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16; ⁷—% of total population

2011-2015 ACS Data	Total	Pct.
Total Population	9,031	100%
Male	4,529	50.1%
Female	4,502	49.9%
White	8,558	94.8%
Black/African Am.	51	0.6%
Asian	9	0.1%
Hispanic/Latino	168	1.9%
Other	159	1.8%
Two or more Races	201	2.2%
Use Foreign Language ¹	778	9%
Educated POP (25+ yrs)	6,367	100%
Grade School or less	321	5%
Some HS Education	484	7.6%
HS Diploma & Equiv.	2,193	34.4%
Associates Degree	647	10.2%
Bachelors Degree	1,123	17.6%
Graduate or more	556	8.7%
Drug Overdose Deaths ²	7	N/A
Population under FPL ³	352	4%
Under 18 years FPL	86	4.5%
18-64 years old FPL	155	2.7%
65 and older FPL	111	8.6%
Civilian Labor Force ⁴	5,100	71.2%
Unemployment Rate	N/A	5.3%
Median Family Income	\$96,053	N/A
Median House Income	\$87,921	N/A
Total Housing Units	3,280	100%
Occupied Houses	3,072	93.7%
Vacant Houses	208	6.3%
Rental Vacancy Rate	N/A	5%
Rent = 35%+ of Income	156	51.7% ⁵
Number of CFC Clients ⁶	477	5.3% ⁷

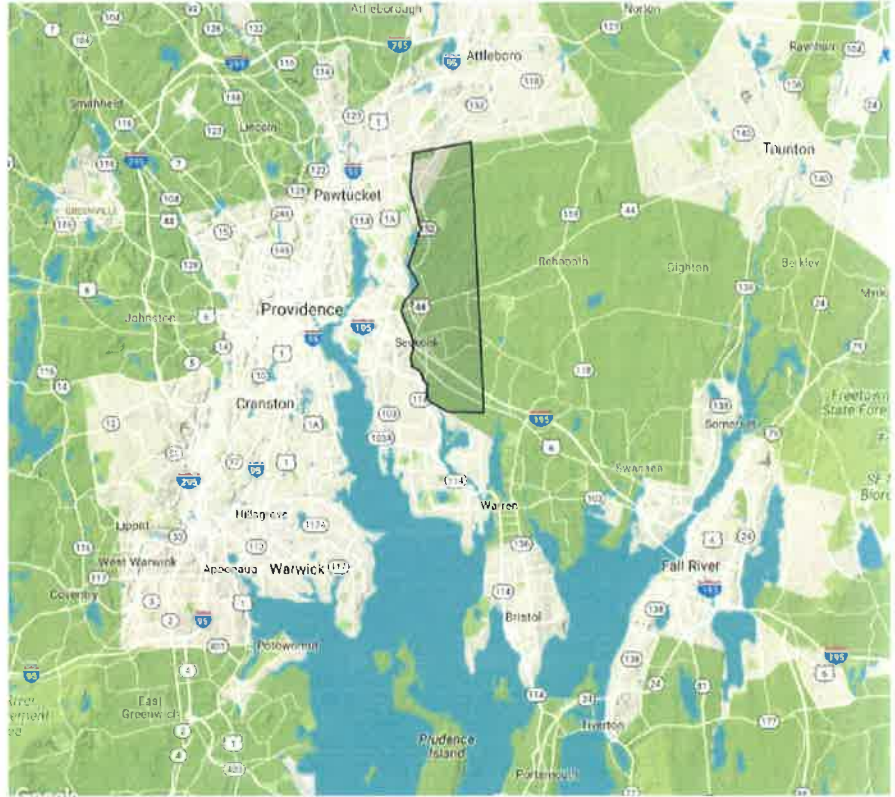


Freetown is one of the oldest communities in the U.S., having been settled in 1659. The town of Freetown is rural/residential in nature and is situated between the major cities of Fall River, Taunton, and New Bedford. Freetown is presently divided into the villages of Assonet and East Freetown. The Freetown-Fall River State Forest occupies 5441 mostly unspoiled acres, with much of the land being in the town of Freetown. Freetown lies on an old 18th Century road and along old Indian trails from the Wampanoags.

Freetown is the wealthiest community in CFC's CSBG-designated area, and is surpassed only by Lakeville as the wealthiest community in CFC's entire service area. Freetown's employment rate has dropped from 8.4% in the last cycle to 5.3% in the 2011-2015 ACS. The town's median household income, percentage of the population living below the Federal Poverty Line, and gender statistics remain virtually identical since the 2008-2012 ACS. The town's population has increased slightly, from 8,867 to 9,071, while the white population now makes up only 94.8% of the population, down from 96.4% in 2008-2012.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16, ⁷—% of total population

2011-2015 ACS Data	Total	Pct.
Total Population	14,371	100%
Male	6,658	46.3%
Female	7,713	53.7%
White	13,509	94%
Black/African Am.	102	0.7%
Asian	187	1.3%
Hispanic/Latino	394	2.7%
Other	210	1.4%
Two or more Races	63	0.4%
Use Foreign Language ¹	1,684	12.1%
Educated POP (25+ yrs)	10,620	100%
Grade School or less	388	3.7%
Some HS Education	473	4.5%
HS Diploma & Equiv.	3,037	28.6%
Associates Degree	1,162	10.9%
Bachelors Degree	2,196	20.7%
Graduate or more	1,293	12.2%
Drug Overdose Deaths ²	3	N/A
Population under FPL ³	909	6.3%
Under 18 years FPL	270	9.2%
18-64 years old FPL	522	5.8%
65 and older FPL	117	4.7%
Civilian Labor Force ⁴	8,237	69.3%
Unemployment Rate	N/A	7%
Median Family Income	\$92,883	N/A
Median House Income	\$76,826	N/A
Total Housing Units	5,650	100%
Occupied Houses	5,501	97.4%
Vacant Houses	149	2.6%
Rental Vacancy Rate	N/A	0%
Rent = 35%+ of Income	294	47.4% ⁵
Number of CFC Clients ⁶	626	4.3% ⁷



Seekonk is a town in Bristol County, situated on the edge of the Rhode Island-Massachusetts border. It was incorporated in 1812 from the western half of the Town of Rehoboth, and until 1862, included the City of East Providence, Rhode Island. Seekonk's history is predominately that of a farming community, however very few farms exist today. Housing developments have turned Seekonk into a suburban home community for people who work in the Providence metropolitan area. The Seekonk Speedway remains the oldest continuous family operated race track in the U.S. A 2012 mill fire led to the destruction of a dye and finishing plant as well as the evacuation of several homes.

Seekonk is a new community that CFC did not profile in its previous CARSP. However, from examining the data from the 2008-2012 ACS, it is clear that little has changed in this community over the past three years. Household income remains the same, while the unemployment rate is up slightly to 7% from 6.3% in 2008-2012. The percentage of the population living below the Federal Poverty Line has risen more significantly, now up to 6.3% from 4.3% in 2008-2012.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16; ⁷—% of total population

2011-2015 ACS Data	Total	Pct.
Total Population	11,098	100%
Male	5,425	48.9%
Female	5,673	51.1%
White	10,611	95.6%
Black/African Am.	34	0.3%
Asian	68	0.6%
Hispanic/Latino	267	2.4%
Other	65	0.6%
Two or more Races	118	1.1%
Use Foreign Language ¹	667	6.3%
Educated POP (25+ yrs)	7,709	100%
Grade School or less	166	2.2%
Some HS Education	372	4.8%
HS Diploma & Equiv.	2,375	30.8%
Associates Degree	852	11.1%
Bachelors Degree	1,608	20.9%
Graduate or more	983	12.8%
Drug Overdose Deaths ²	2	N/A
Population under FPL ³	482	4.4%
Under 18 years FPL	109	4.4%
18-64 years old FPL	280	4%
65 and older FPL	93	6.5%
Civilian Labor Force ⁴	6,424	72.1%
Unemployment Rate	N/A	4.6%
Median Family Income	\$102,668	N/A
Median House Income	\$90,876	N/A
Total Housing Units	4,209	100%
Occupied Houses	3,780	89.8%
Vacant Houses	429	10.2%
Rental Vacancy Rate	N/A	0%
Rent = 35%+ of Income	308	65% ⁵
Number of CFC Clients ⁶	445	4% ⁷

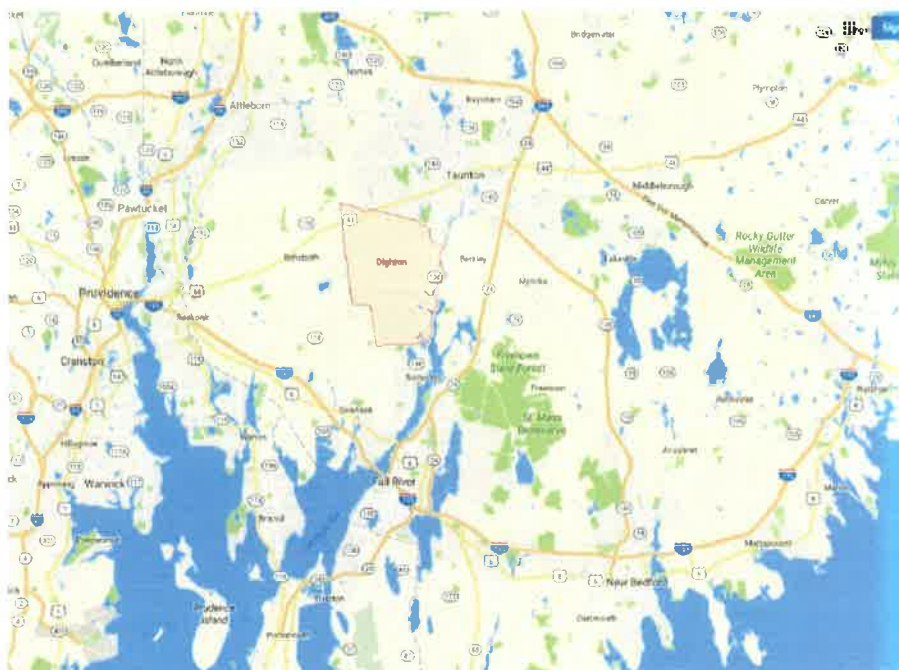


Lakeville was originally a western parish of the Town of Middleborough, but separated in 1853. The town's geography is dominated by its namesake lakes, which are more colloquially referred to as "ponds" by the residents. There are several other smaller ponds and feeder brooks and rivers in the area, as well as swamps. The Casual Swamp and Cedar Swamp are protected by the Assonet Cedar Swamp Wildlife Management Area, which is part of the Massachusetts Audubon Society. The agricultural cooperative of growers of cranberries and grapefruit known as Ocean Spray is headquartered in the town of Lakeville. In addition, there are several parks in Lakeville, including the Ted Williams Camp, once the site of a summer baseball camp run by Red Sox Hall of Famer Ted Williams.

The only community in CFC's service area not found in Bristol County, Lakeville resides within the boundaries of Plymouth County. While CFC's sister agency Self Help, Inc. provides coverage for most of Plymouth County, Lakeville is not a CSBG designated community for either CFC or Self Help, Inc. However, CFC does provide a significant number of services to the residents of Lakeville, including Fuel Assistance, Weatherization, and HEARTWAP. Lakeville is the most affluent community in CFC's service area, with a median household income of \$90,876.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16, ⁷—% of total population

2011-2015 ACS Data	Total	Pct.
Total Population	7,221	100%
Male	3,481	48.2%
Female	3,740	51.8%
White	6,957	96.3%
Black/African Am.	8	0.1%
Asian	0	0%
Hispanic/Latino	67	0.9%
Other	25	0.4%
Two or more Races	189	2.6%
Use Foreign Language ¹	250	3.7%
Educated POP (25+ yrs)	5,015	100%
Grade School or less	124	2.5%
Some HS Education	213	4.2%
HS Diploma & Equiv.	1,905	38%
Associates Degree	460	9.2%
Bachelors Degree	880	17.5%
Graduate or more	531	10.6%
Drug Overdose Deaths ²	1	N/A
Population under FPL ³	390	5.4%
Under 18 years FPL	41	2.6%
18-64 years old FPL	215	4.7%
65 and older FPL	134	13%
Civilian Labor Force ⁴	4,035	69.8%
Unemployment Rate	N/A	9.1%
Median Family Income	\$90,625	N/A
Median House Income	\$78,931	N/A
Total Housing Units	2,613	100%
Occupied Houses	2,493	95.4%
Vacant Houses	120	4.6%
Rental Vacancy Rate	N/A	0%
Rent = 35%+ of Income	83	63.4% ⁵
Number of CFC Clients ⁶	290	4% ⁷

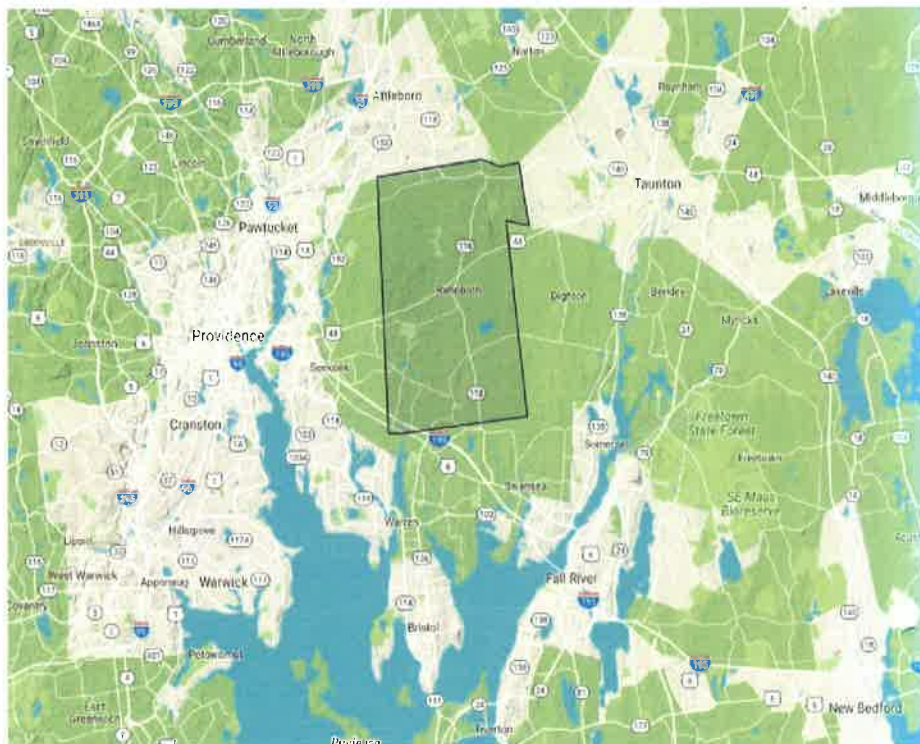


The Town of Dighton was originally part of Taunton's South Purchase, but was separated in 1672 and officially incorporated in 1712. One of the most famous and puzzling archeological finds in all of North America is Dighton Rock, located in Dighton Rock State Park (located in the Town of Berkley). It has been listed on the National Register of Historic Places since 1980. The rock bears petroglyphs carved from unknown origins. Their meaning remain a mystery to this day, and has garnered the attention of worldwide scholarship since its discovery in 1680. Dighton's location at the beginning of the tidewater of the Taunton River lent to its status as a shipbuilding community, and a shipping hub for southeastern Massachusetts. Cotton mills and other manufacturing establishments were also a part of the town for many years. However Dighton today is a rural suburban community with some small farms.

Dighton is the second smallest community in CFC's service area by population, yet it is one of the more affluent given its median household income of \$78,931. However, this is actually a significant drop from \$85,070 reported in the 2008-2012 ACS. The town's unemployment rate has remained relatively high compared to the surrounding communities. It was 9.7% in 2008-2012, and remains over 9% in the 2011-2015 ACS. The percentage of the population living below the Federal Poverty Line has also risen, up 5.4% from 3.3% in the 2008-2012 ACS.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16; ⁷—% of total population

2011-2015 ACS Data	Total	Pct.
Total Population	11,835	100%
Male	6,020	50.9%
Female	5,815	49.1%
White	11,470	96.9%
Black/African Am.	72	0.6%
Asian	70	0.6%
Hispanic/Latino	89	0.8%
Other	34	0.3%
Two or more Races	150	1.3%
Use Foreign Language ¹	874	7.7%
Educated POP (25+ yrs)	8,194	100%
Grade School or less	266	3.2%
Some HS Education	268	3.3%
HS Diploma & Equiv.	2,072	25.3%
Associates Degree	937	11.4%
Bachelors Degree	1,666	20.3%
Graduate or more	1,401	17.1%
Drug Overdose Deaths ²	2	N/A
Population under FPL ³	351	3%
Under 18 years FPL	53	2.1%
18-64 years old FPL	261	3.4%
65 and older FPL	37	2.3%
Civilian Labor Force ⁴	7,042	73.2%
Unemployment Rate	N/A	5.5%
Median Family Income	\$97,792	N/A
Median House Income	\$88,868	N/A
Total Housing Units	4,269	100%
Occupied Houses	4,012	94%
Vacant Houses	257	6%
Rental Vacancy Rate	N/A	0%
Rent = 35%+ of Income	86	27.1% ⁵
Number of CFC Clients ⁶	447	3.8% ⁷

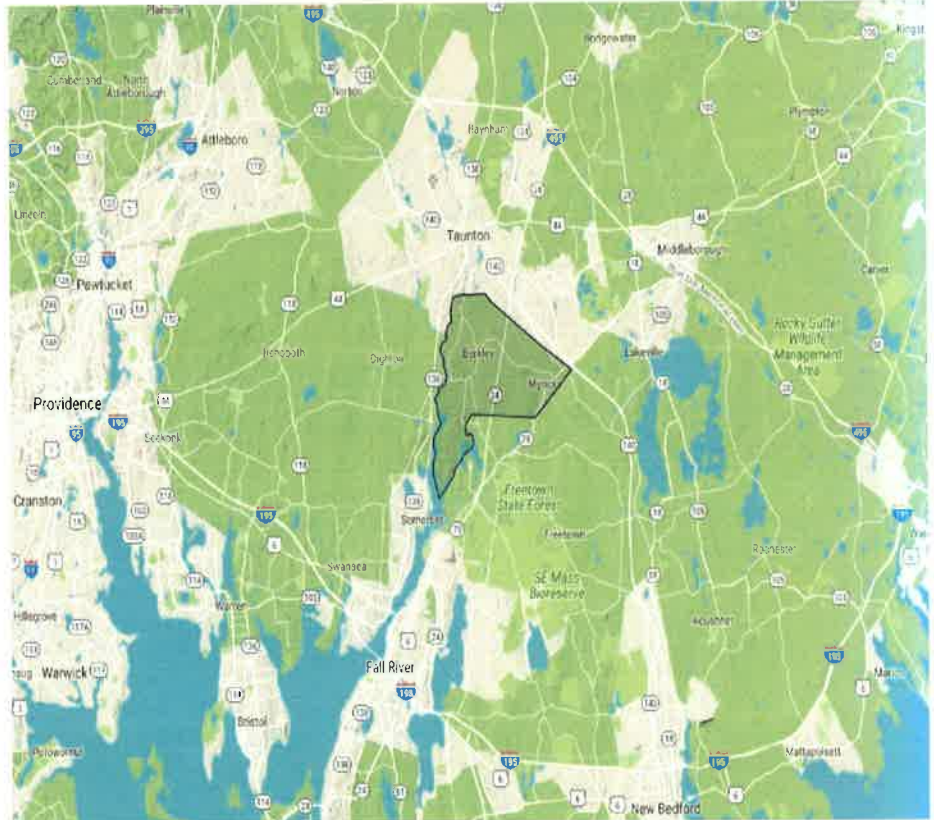


Rehoboth is one of the oldest communities in the U.S. It will celebrate its 375th anniversary next year. It originally included a vast swath of territory from East Providence, Attleborough, Swansea, Somerset, Seekonk, Woonsocket, Pawtucket, Cumberland, Warren, Bristol and Barrington. The town featured prominently in the King Philip's War. In addition to being the site of several battles, it was the location for the execution of Chief Anawam and subsequent termination of the war. Anawan Rock off Route 44 marks this location. Rehoboth also lays claim to being the birthplace of public education in North America. Today Rehoboth is a rural suburban community with a rich farming culture. It is a "Right to Farm" community, which protects its commercial agriculture from nuisance lawsuits.

Rehoboth is the fourth community not previously profiled by CFC in the last CARSP cycle, and not being part of a CSBG designated area. The Town of Rehoboth is the second most affluent community in CFC's service area, with a median household income of \$88,868. The percentage of the population living below the Federal Poverty Line is the lowest of any community in CFC's service area. Furthermore, Rehoboth's residents maintain an exceptionally high educational attainment rate compared to other communities in CFC's service area.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16, ⁷—% of total population

2011-2015 ACS Data	Total	Pct.
Total Population	6,547	100%
Male	3,323	50.8%
Female	3,224	49.2%
White	6,244	95.4%
Black/African Am.	18	0.3%
Asian	1	0.1%
Hispanic/Latino	204	3.1%
Other	3	0.1%
Two or more Races	123	1.9%
Use Foreign Language ¹	348	5.6%
Educated POP (25+ yrs)	4,244	100%
Grade School or less	234	5.5%
Some HS Education	273	6.4%
HS Diploma & Equiv.	1,302	30.7%
Associates Degree	504	11.9%
Bachelors Degree	739	17.4%
Graduate or more	450	10.6%
Drug Overdose Deaths ²	4	N/A
Population under FPL³	233	3.6%
Under 18 years FPL	20	1.2%
18-64 years old FPL	156	3.7%
65 and older FPL	57	8%
Civilian Labor Force⁴	3,795	75.1%
Unemployment Rate	N/A	9.2%
Median Family Income	\$94,688	N/A
Median House Income	\$86,288	N/A
Total Housing Units	2,201	100%
Occupied Houses	2,184	99.2%
Vacant Houses	17	0.8%
Rental Vacancy Rate	N/A	0%
Rent = 35%+ of Income	10	16.7% ⁵
Number of CFC Clients⁶	222	3.4%⁷



The town of Berkley is named after the famous philosopher and bishop, George *Berkeley*, who lived in Newport, RI. The change in spelling was due to the carelessness of the engrossing clerk of the Massachusetts General Court. While being the true home of Dighton Rock, Berkley is also home to "Conspiracy Island", whose name origins remain obscure to this day, but is most likely thought to be the place where King Philip formed his confederacy. Myricks is an association community within the town of Berkley, and is a junction of several railroad lines. These lines are the proposed rail lines for the future South Coast Commuter Rail project that would link New Bedford and Fall River with the City of Boston.

Berkley is the smallest community by population in CFC's service area, though not being an actual CSBG designated area. The town holds the distinction of being the town with the fewest number of residents living below the Federal Poverty Line. Despite that, and despite its fairly high median household income, Berkley has a persistently high unemployment rate. The unemployment rate has remained relatively steady at 9.4% in the 2008-2012 ACS, and at 9.2% in the 2011-2015 ACS. Berkley's population is unchanged.

¹—Population 5+; ²—Source: Massachusetts Department of Public Health, Opioid-related deaths for 2012-2015; ³—FPL: Federal Poverty Level; ⁴—Population 16+; ⁵—% of total rental units; ⁶—Clients from FY16, ⁷—% of total population

COMMUNITY AND INTERNAL ASSESSMENT PROCESS

a) Involvement of board members and agency staff:

The agency planning committee appointed by the executive director developed the community needs survey, the board survey and the internal needs assessment survey instruments. The agency planning committee consisted of the Executive Director, the Assistant Executive Director, the Chief Financial Officer, the Planner, the Coordinator of Compliance and Planning and the Human Resources Director. In addition, eighty-five (85) staff members participated by filling out the Internal Needs Assessment Survey thereby providing valuable input on our agency's working environment and ability to perform at an optimum level.

Board members have been directly involved on a regular basis since January. Initially, the **Timeline and Deliverables Dates** along with the outline of the required contents of the Community Assessment Report & Strategic Plan and the format of the Community Needs Survey were reviewed with the board by the Planner. The results of the Community Needs Survey were reviewed with them at a later meeting. In addition, the board members were asked to participate in a community needs survey of their own. The results of the board survey have been reviewed with them and a comparison with the community survey findings was discussed for the purpose of identifying the greatest needs.

b) Engagement of low-income individuals in the process:

The community needs assessment survey was distributed to low-income individuals. Some were agency program participants. Others were left with community stakeholders with postage pre-paid envelopes. Of the 340 survey responses received 43 (13%) of the individuals were not CFC service participants. In addition low income individuals participated in a focus group discussion. It was comprised of Head Start/Early Head Start parents (CFC customers). All of the data gathered was utilized and analyzed as part of the community assessment process.

c) Community sectors from which information was gathered:

Stakeholder interviews were conducted with the following:

- Southeastern Massachusetts SER-Jobs for Progress, Inc. (**community organization**)
- Diocese of Fall River, including Catholic Social Services (**faith-based organization**)
- Liberty Utilities (**private sector**)
- Fall River Police Department (**public sector**)

- Massachusetts Department of Transitional Assistance (**public sector**)
- Town of Seekonk Human Services Department (**public sector**)
- Bristol Community College (**educational institution**)
- City of Taunton Superintendant of Schools (**educational institution**)

d) Customer satisfaction data and input:

- CFC has distributed and collected customer satisfaction surveys on a regular basis since November of 2015. The results from 578 participants have been tabulated and reviewed and the individual comments addressed as needed. In addition the survey results have been incorporated into the needs assessment process. Input was also obtained from program participants through the community needs survey itself.

Ranking of Community Needs

In the following section, Key Findings: Community Assessment, we are asked to summarize our “...findings on the existing causes and emerging conditions of poverty as well as the needs and strengths of the community assessed.” After each condition of poverty identified there is a discussion of the causes of that condition as well as an identification of the corresponding need and the strengths of the community that can be utilized to help meet that need.

The Ranking of our community’s needs was based on the answers provided to our community needs assessment survey questions, the results of the focus group discussion, stakeholder interview feedback, the board community needs survey, and customer satisfaction survey data. These were all examined in the light of quantitative data covering our service area. It should also be noted that both the board and community survey instruments asked for the participants to list the three top area community needs. Three points was given for each first place identification of a need, two for each second place identification and one for each third place identification. As a result of a thorough review of all of this data the needs were listed in this order by point total:

- 1. Housing Stability (328)**
- 2. Access to Affordable Food/Food Insecurity (189)**
- 3. Increased Financial Capability (186)**
- 4. Substance Abuse Education, Prevention and Treatment (88)**
- 5. Access to Health Care (47)**

KEY FINDINGS: COMMUNITY ASSESSMENT

A Further Word about Geography

Our service area consists primarily of eleven communities, ten of which are located in Bristol County in southeastern Massachusetts while one, namely Lakeville, is in Plymouth County. Our six CSBG designated communities are the cities of Fall River and Taunton, and the towns of Somerset, Swansea, Westport, and Freetown which surround Fall River. Taunton is bordered by some of our other service area communities, namely Berkley, Dighton, and Rehoboth while Seekonk borders Rehoboth to the east. Our only Plymouth County community, Lakeville, borders Taunton and Berkley to the west and Freetown to the west and south.

In our Community Profile we have also included information about Hampden County because one of our programs, the Senior Community Service Employment Program (SCSEP), services 19 individuals from several communities there. Information about Bristol County, Plymouth County and Massachusetts as a whole is provided as well.

The following represents a breakdown of the comparative populations of our service area communities according to the US Census Bureau Population estimates July 1, 2016, (V2016):

Communities	Population	Percentage
Fall River	88,930	34%
Taunton	56,843	22%
Swansea	16,482	6%
Somerset	18,223	7%
Westport	15,854	6%
Freetown	9,269	4%
Dighton	7,534	3%
Rehoboth	12,068	5%
Berkley	6,693	3%
Lakeville	11,380	4%
Seekonk	<u>15,244</u>	<u>6%</u>
	258,520	100%

The following is a breakdown of our service populations by community according to our IS Report for FY 2016:

Communities	Number Served	Percentage
Fall River	21,450	65%
Taunton	5,244	16%
Swansea	1,217	4%
Somerset	1,170	4%
Westport	1,163	4%
Freetown	477	1%
Dighton	290	1%
Rehoboth	447	1%
Berkley	222	1%
Lakeville	445	1%
Seekonk	<u>626</u>	<u>2%</u>
	32,751	100%

A word is in order about several other communities. Our Women Infants and Children (WIC) Program has to service anyone who wants to apply for benefits from anywhere in Massachusetts. For that reason we did not include those communities where only WIC was provided in that particular community. Attleboro is a city where WIC was applied for because of the convenient location of our office but Self-Help, Inc. includes it as part of its CSBG Designated Area. Nevertheless data in our profile on Bristol County as a whole would apply to Attleboro itself. For example the poverty rate for Bristol County is 13% with childhood poverty (under age 18) coming in at 17%.

This is also the case with the City of New Bedford. We have a number of WIC applicants there as well but we also provide Weatherization services. For New Bedford we did analyze data from the US Census, 2011-2015 American Community Survey and found with respect to poverty related matters it was quite comparable with Fall River. For instance, its poverty rate is identical to Fall River's at 23%. Its median household income is \$37,574 compared to \$35,213 for Fall River. New Bedford is included in the CSBG designated service area for People Acting in Community Endeavors (PACE).

With respect to Hampden County, during fiscal year 2016 we did serve 19 people from 7 different communities through our Senior Community Service Employment Program (SCSEP). Statistical data is included in our Community Profile section. In addition, 18% of the residents live below the poverty level compared to 11.5% for Massachusetts as a whole.

The Causes and Conditions of Poverty

Conditions of Poverty

It is illuminating to “Google” the word poverty and see what you find. One definition states: the state or condition of having little or no money, goods, or means of support. What does it mean to have little or no money...etc? Another says: the state of one who lacks a usual or socially acceptable amount of money or material possessions. Is poverty really about social acceptability? A third one defines it as a condition where people’s basic needs for food, clothing, and shelter are not being met. It’s pretty basic but seems to be more reflective of how people responded to our community assessment survey, what our community stakeholders revealed in their interviews and what the data shows. **The following is a listing of the conditions of poverty identified in our community assessment and the basic needs to which they are connected.**

1. Condition of Poverty: Shelter Instability

Needs and Strengths

Of those being surveyed, only 37% responded that they could pay their rent on time. Likewise 37% answered that there were times when they did not have their own home or apartment. Some had to stay with friends/family because they did not have a place of their own in which to stay (35%) while 11% had to stay at a shelter and 17% at some time had to live in a car or public place for the same reason. Another 63% responded that they had to borrow money for rent, food or other reasons.

Does the quantitative data support this experience? In our largest service community, Fall River, 51% of renters spent 30% or more of household income on housing (US Census Bureau, 2011-2015 American Community Survey 5-Year Estimates). That is exactly the same percentage for all of Massachusetts while for Taunton it was 52% and Bristol County as a whole was 49% and 55 % for Plymouth County. Now if we look at median household income we can see a more complete picture of this situation. According to the same ACS data, Fall River’s median household income is \$35,213 compared to \$68,563 for Massachusetts. The other segments of

our population for the most part fall between those extremes with Bristol County coming in at \$56,842, Taunton \$53,058 while Plymouth County, where we provide no rental assistance, is higher than Boston at \$75,459. Having \$24,649 left for all other household expenses after paying 10% in rent in Fall River is a far cry from having \$47,994 left based on the median income for the state as a whole.

Of course included in shelter costs are those relating to heat and utilities. According to the results of our community needs assessment survey, only 25% reported that they did not have to cut back on food so that they could pay their heat and other utility bills on time. In response to another query only 8% answered that they could always afford to pay for a fuel delivery after their fuel assistance ended. Another 36% have experienced having their utilities shut off and only 8% reported being always able to afford to maintain their heating system.

When asked to identify the community's top three needs in an open ended question those completing our survey ranked affordable housing (a **community need**) second. When the rent/mortgage assistance (#6) and fuel assistance (#3) results are combined as housing supports (an **individual/family need**) these collectively climb to the number 1 ranked need. This is consistent with the results of the board survey. The issue of affordable housing has traditionally been left to area housing authorities and their various programs. The provision of housing and various subsidies for eligible service participants is certainly effective but there is not enough of it. Waiting lists are long. Yet at CFC we do not have the service delivery system in place for the provision of affordable housing itself. What we can do is help to continue to support overall housing stability, an **individual/family need**, through such programs as **LIHEAP**, **Weatherization and HeatWAP**. In addition, our **Housing Assistance Program** can provide help with rent to those facing the threat of eviction. The largest provider of rental assistance in our service area is Catholic Social Services to which we make a significant number of referrals each year.

During our stakeholder interview with the representative of the Fall River police department the quality of housing was identified as one of the top three needs of that community. The above mentioned ACS statistics back this up by showing that only 9% of Fall River housing was built after 1990 compared to 17% for Bristol County as a whole and 16% for Massachusetts. This opinion was reiterated by the representative of Liberty Utilities who was interviewed except his observation was for our entire service area.

The interview with the Seekonk Human Services Director revealed that affordable housing was the number one need of that community. She specifically saw the need for more voucher type subsidies for lower income residents as a way to make housing more affordable. The representative of SER-Jobs for Progress ranked affordable housing as the second of the three highest needs. The interview with the representative of the Catholic Diocese of Fall River, which

includes our entire service area except Lakeville and Hampden County, likewise identified affordable housing as a top three need (#1). He cited the diocesan Catholic Social Services as a real community strength and the go to place for help with rental assistance. He also commended CFC for helping people stay in their homes through their fuel assistance programs.

Resulting Need Identification: HOUSING STABILITY (individual/family need)

2. Condition of Poverty: Inadequate Access to Food

Needs and Strengths

In both the community needs assessment survey and board of director survey access to affordable food ranked extremely high (#3). In the community needs assessment survey food assistance/affordable food ranked as the number one stand alone need while the board ranked it second in response to the open ended question of identifying the top three needs in the community. In another section of the community survey 71% identified affordable food as a need. In response to another question 67% responded that they have to cut back on food in order to pay utility bills. The above cited demographic data with respect to poverty level household income certainly support the conclusion that many people simply don't have enough money for food. In our Customer Satisfaction Survey results some used the comment section to state that they needed more food and more fresh food from our pantry.

Some of our stakeholders that were interviewed as part of the community needs assessment agreed that food access is a top three need in their community. The Seekonk Human Services Director ranked this right behind affordable housing and fuel assistance. She specifically cited the need for food pantries since the cost of food in her community is higher than in cities like Fall River and Taunton. Yet a review of the community profile for Seekonk shows that its residents are far better off financially than the residents of those two cities. Yet the need for food is still great. The Superintendent of Schools for the city of Taunton ranked "food insecurity" as the number one need of her community. She found that far too many children arrived at school without being properly fed and that nutrition received at home could only be described as poor. The representative of the Diocese of Fall River and Catholic Social Services ranked access to food as the third highest need. He did point out a strength of the service area was in the number of food pantries and soup kitchens that have sprung up in response to this need but these facilities need more support in terms of support and volunteer hours. The Diocese itself sponsors several sites. CFC likewise participates in a network of food access providers because of our food pantry.

According to Feeding America, a nationwide network of food banks and the nation's leading domestic hunger-relief agency, in Massachusetts Bristol County ranks second highest among all counties in food insecurity rate. According to them: "Food insecurity refers to USDA's measure of lack of access, at times, to enough food for an active, healthy life for all household members and limited or uncertain availability of nutritionally adequate foods. Food insecurity may reflect a household's need to make trade-offs between important basic needs, such as housing or medical bills, and purchasing nutritionally adequate foods."

In addition to food pantries and soup kitchens, benefits from SNAP (Supplemental Nutrition Assistance Program), the nation's largest anti-hunger program, provide an essential response to the problem of food insecurity. According to a report issued by the Center on Budget and Policy Priorities issued in May of this year, SNAP helps both the unemployed and employed alike.

According to that study: "Many workers and their families participate in SNAP while they are working or are looking for work. SNAP's program and benefit structure supports work." According to a report commissioned by MASSCAP entitled From Poverty to Opportunity: The Challenge of Building a Great Society (2014): "In Massachusetts, approximately 86,000 people are kept out of poverty by SNAP each year. Without SNAP or the federally funded school lunch program, child poverty nationally would be more than 30% higher." If one applies that formula to Fall River, without SNAP its childhood poverty rate would rise from 37.2% to 48.4%.

Through our Online SNAP Program we have developed a strong relationship with the Massachusetts Department of Transitional Assistance which even provides funding in support of our efforts. In our stakeholder interview with the director of the Fall River office of DTA he stated that CFC's program provided an essential service to the community since they have essentially abandoned the caseworker system in favor of a call center approach. Some people need more individual attention, even advocacy, when applying and/or seeking recertification of benefits. Again this is especially important for a city like Fall River where 29.2% of all households currently receive SNAP (US Census, 2011-2015 American Community Survey 5-Year Estimates).

**Resulting Need Identification: ACCESS TO AFFORDABLE FOOD/FOOD SECURITY
(individual/family need)**

3. Condition of Poverty: Economic Insecurity

Needs and Strengths

This may well be the root cause of the other two conditions of poverty discussed above, namely

housing instability and food insecurity. It relates directly to poverty.

Let's take a look at how our service area residents experience economic insecurity as a condition of poverty. In our community needs assessment survey 21% reported annual household income under \$5,000, 39% under \$10,000, 61% below \$15,000, etc. In response to another question about level of education 59% reported having achieved only a high school diploma or GED while 8% ended their education with a college degree. Regarding employment, 14% of the households had income from someone who was employed full-time, 18% from part-time work, while 8% had no income at all. Meanwhile, 26% reported that there was a need for opportunities to obtain a high school diploma or equivalent, 30% for college education opportunities, 41% for more job opportunities, and 27% for more job opportunities for the elderly. With respect to child care, 27% stated a need for infant child care, 26% for affordable preschool care, and 31% for affordable after-school and summer vacation child care.

Also of those unemployed, 29% claimed their inability to find child care contributed to their not working. When asked if they had bad credit, 44% responded yes while 17% did not know. In the open ended question asking for the top three community needs, better jobs/employment finished fourth. The board of directors ranked jobs/employment third.

This is a good point at which to reexamine the data with respect to poverty levels in our service area as set forth in the community profile section of this document. All but one of the communities in our service area are located within Bristol County. Lakeville, located within Plymouth County, has a lower rate of poverty than Bristol County. All of our service area communities experience a lower poverty rate than Bristol County with one very notable exception, namely Fall River. Bristol County has a higher rate of poverty than Massachusetts as a whole as does Hampden County. Now let's take a look at what the ACS data for 2011-15 shows.

Percent of population below the Federal Poverty Level

- Massachusetts 12%
- Bristol County 13%
- **City of Fall River 23%**
- Plymouth County 8%
- Hampden County 17%

Percent of related children under 18 below Federal Poverty Level

- Massachusetts 18%
- Bristol County 17%

- **City of Fall River 37%**
- Plymouth County 11%
- Hampden County 27%

Percent of population 65 years old and over below Federal Poverty Level

- Massachusetts 9%
- Bristol County 11%
- **City of Fall River 14%**
- Plymouth County 6%
- Hampden County 10%

Percent of families with female householder and no husband present

- Massachusetts 26%
- Bristol County 27%
- **City of Fall River 37%**
- Plymouth County 20%
- Hampden County 34%

The above data reflects, among other things, the most widespread location of poverty and its prevalence related to age and sex throughout our service area. By looking at these factors with respect to the City Of Fall River we find that the highest rate of poverty by age group is for those less than 5 years of age at 42.4% according to the ACS for 2011-2015. The overall rates by sex are 22.1% male and 24.1% female. The community profiles show that our service area is not as racially diverse as the state as a whole. However, while only 4.1% of Fall River's population is Black, the poverty rate for that segment of the population is 34.4% compared to 20.4% for those considered white. Even for the 2.3% Asian population its rate is higher as well at 23.3%. For the 9% identified as Hispanic/Latino the results are even more dramatic with a poverty rate of 54%.

Now for the population 25 years and over the poverty rate as it relates to educational attainment breaks down as follows according to the same ACS for Fall River:

Less than high school graduate	26.4% below FPL
High school graduate	20.2% below FPL
Some college, associate's degree	15.8% below FPL
Bachelor's degree or higher	7.4% below FPL

Among the same population for those who worked full time, year-round in the past 12 months

the poverty rate was only 2.5% compared to 23.5% for those who worked part time or part-year. Among those employed at all the 9.5% were below the poverty level compared to those who were unemployed, 37.8% below the FPL. Among those in this last group the rate rose to 45.1% for females compared to 33.4% for males.

Some of our stakeholders that were interviewed agreed that low education attainment played a big part in the level of our poverty. The representative of Bristol Community College felt that the low education attainment rate resulted in low family income and a high rate of poverty. It was no different for cities like New Bedford and Springfield. Increasing the high school attendance and graduation rate is crucial. [For instance Fall River's high school graduation rate is 68.6% compared to 83% for the entire state.] The individual from Liberty Utilities described the area's number 1 problem in terms of lack of educational attainment. More people needed to graduate from high school and progress from their in order to make themselves more employable for better paying jobs. Those interviewed at the Department of Transitional Assistance and SER-Jobs for Progress, Inc. agreed that too many people did not qualify for available jobs because of a lack of education and training.

Our service area does have a number of strengths available to deal with these causes and conditions of poverty. Bristol Community College has campuses located throughout Bristol County with a variety of associate's degree and certification programs. Its main facility is in Fall River. It offers GED preparation at no charge. UMASS Dartmouth is located nearby as well. The aforementioned SER-Jobs has programs to train people for available positions in the hospitality and insurance industries.

Our focus group of Head Start parents recognized the importance of that program to their children's subsequent success in elementary school. Likewise they emphasized the importance of quality day care like we have here at CFC to the availability of parents for employment, education, and job training. The better paying jobs went to those who were better educated with a bachelor's degree. But for some a GED had to come first. They were especially grateful for the partnership between our Head Start program and BCC that enabled them to prepare for their GED and take the required testing at no cost.

Speaking of Head Start, a study conducted by the Brookings institute found that: "Consistent with prior literature, we find that Head Start improves educational outcomes – increasing the probability of that participants graduate from high school, attend college, and receive a post-secondary degree, license, or certification." It should be noted that Head Start at CFC currently has students from Fall River, Rehoboth, Somerset, Lakeville, Swansea, Freetown, Westport and Seekonk. Another report prepared by the Massachusetts Budget and Policy Center stated:

“Participation in early education and care helps lay a foundation for success in school and in life. Many children who participate in early education and care have better academic outcomes later in their K – 12 careers. They also have improved social outcomes, participating in the workforce at higher rates, earning more, and accessing other public benefits at lower rates.” The same report goes on to say that: “Early education and care makes it for parents to work, giving them the support they need to seek and keep jobs, to improve their economic circumstances, and to provide for their families.”

Other available supports in the struggle against economic insecurity are available tax credits including the Earned Income Tax Credit. According to the aforementioned report prepared for MASSCAP by the Massachusetts Budget and policy center: “...without refundable credits such as the Earned Income Tax Credit and the Child Tax Credit, the Census Bureau estimates that child poverty nationally (based on the Supplemental Poverty Measure) would increase from 16 to 23%. Approximately 74,000 children in Massachusetts alone are kept out of poverty each year by these tax credits.” Applying that formula to Fall River, our childhood poverty rate would rise from 37.2% to 53.5%. Fortunately we operate a VITA Program here at CFC which provides free tax preparation and access to all available tax credits. In our Customer Satisfaction Survey results there are requests for more available hours for VITA.

Resulting Need Identification: Increased Financial Capability (individual/family need)

4. Condition of Poverty: Substance Abuse

Needs and Strengths

Our stakeholder interview with the representative of the Fall River Police Department revealed the extent to which drug abuse is a menace to our community. For instance, there were 128 opioid related deaths in Fall River from 2012-2015 according to statistics kept by the Massachusetts Department of Public Health. In 2016 alone there were 78 deaths. This is a problem that crosses all socio-economic lines but includes the poor as its victims because the drugs are extremely inexpensive. More information needs to be distributed throughout the community about the availability of treatment according to the Captain in charge of this issue

for the Fall River Police Department. The community needs survey resulted in substance abuse

education/prevention/assistance being ranked as the highest health need in the service area. This mirrored the board survey results.

During the stakeholder interview with the Department of Transitional Assistance Director for the office that serves most of our service area, there has been an implementation of vast security measures in his office because of the number of people seeking benefits while under the influence of drugs. Many customers participating in an employment recruitment program were found ineligible because they could not pass a drug test. As a DTA office director he ranked this as the biggest problem facing our communities.

According to the Fall River Police Department representative on the regional task force on drug abuse, the greatest need is not for treatment programs and facilities but for the dissemination of information about those programs to those who abuse and those who reside with them. This has been confirmed with other members of that task force.

Resulting Need Identification: Substance Abuse Education, Prevention and Treatment (individual/family need)

5. Condition of Poverty: Lack of Health Care

This condition of poverty still ranks high in the responses to our surveys although for all of the communities of our service area, only Fall River (93%) had less than 95% of its population without health insurance (US Census American Community Survey 2011-15). Why is this still such a concern? Our experience from the conversations with our intake staff reveals that many have trouble staying on their health insurance program such as when it's time to re-enroll.

One area of health care that remains critical for the poor relates to reproductive health care and teen pregnancy prevention. According to the Massachusetts Department of Public Health, two communities in our service area rank among the top 25 communities in teen birth rates, namely Fall River and Taunton. However progress is being made. For instance, Fall River ranked 8th with a rate of 29.1 per 1,000 females age 15-19 in 2015. But in 2005 that rate was 49.5. Statewide the teen birth rate for blacks is over three times that for whites and for Hispanics it is nearly seven times the rate for whites.

Resulting Need Identification: Access to Health Care (individual/family need)

KEY FINDINGS: INTERNAL ASSESSMENT

The agency Internal Needs Assessment survey instrument was distributed to all Program Directors with instructions to distribute them to all of their program staff. Three hundred and seven (307) were distributed. This process resulted in the completion and return of eighty-five (85) instruments.

In order to track progress made, many of the questions contained in the instrument remained the same. Issues identified in prior years (physical facilities, intra agency communication, resources, equipment and materials and staffing) continue to be included in narrative comments but at a considerably lower rate. Improving access to and understanding the value of technology is also mentioned in a number of responses. It should also be noted that there is a continuing increase in the number of positive comments made relative to program strengths, coordination of client benefits/services and job satisfaction.

While it is clear that there remains room for improvement in communication between agency programs, coordination of client services and staff orientation, it is obvious that much progress has been made. The overall impression is that the staff is very committed to providing high quality services to all clients and that they believe the agency is successful in the delivery of these services. Based on the responses to the internal needs surveys, overall the staff members agree that they receive adequate training for their positions. Some responses indicate a need for some additional training which will be considered when planning the training schedule for the coming year.

A new board member survey instrument was developed for distribution to the board seeking their input relative to the services needed in the agency service area. The responses reveal that the members recognize affordable housing and housing related supports such as LIHEAP and rental assistance are significant concerns as are financial capability supports such as child care, job training programs, and educational opportunities beginning with Head Start. Access to food ranked high as well with specific mention of SNAP and the food pantry.

Board members were also asked about training that they would find helpful. The responses will be used to plan for further training including but not limited to budgets, financial reports and changes in funder requirements. Considering that there are a number of newer board members it is recognized that in more training relative to their roles and responsibilities as members is advisable. There is renewed emphasis on providing training to the members both at regularly scheduled board meetings as well as through training conferences.

The most recent agency wide audit documents that the overall financial standing of the agency continues to be very positive with all appropriate financial management policies, practices and procedures in place. However it is noted that there is a concentration of Federal and State government funding. It is recommended that the agency engage in more fundraising from non-governmental sources.

Through the staff and board surveys and the stakeholder interviews, it is clear that the agency is very much recognized throughout the community. Not surprisingly, some individual programs are more well know than others due to the number of customers served.

Through continued improvements in communication, monitoring, reporting as well as customer satisfaction surveys, there is strong confidence that the programs are well run and achieving positive results. Renewed emphasis in the area of compliance testing and documentation has strengthened all agency operations.

In preparation for the retirement of the long time Executive Director in 2015, a formal succession plan was developed and approved by the Board of Directors. Subsequent to the hiring of the new Executive Director the plan was updated. There is a commitment to reviewing the plan on a regular basis to insure that it remains current and accurate. The plan addresses the key central staff positions for both short and long term periods. Recruiting and hiring quality staff is made somewhat more difficult due to the financial restraints. However, we continue to be successful in recruiting and retaining high quality staff.

The Board is involved in planning through direct contact with the planner. The full board is kept informed of the progress of the development and implementation of agency programs and is well informed of all program activities through monthly program reports at board meetings. These reports include narrative descriptions of program activities as well as the progress made toward achieving goals. These reports are part of the evaluation process of the programs and activities.

The recently completed Organizational Standards Assessment was a generally positive process but did result in the development of a Technical Assistance Plan (TAP) with seven (7) deliverables to be completed by the end of calendar year 2017. All of the elements included in the TAP are activities in process. It is the goal of the central administrative staff to achieve all of the elements in the TAP and insure that there is continued compliance with all of the Organizational Standards as we move forward.

Looking forward, the greatest challenges faced by the agency include the uncertainty

of future funding from both Federal and State sources. The agency must continue to diversify sources of funding along with recruitment and retention of board members and quality staff. It is both strength and a weakness that there are long term staff and board members. Succession planning on all levels will be a continuous activity in order for the agency to progress.

As a result of the above internal assessment findings CFC will undertake the following:

(1) Each program director will be asked to prepare a specific annual training plan and schedule for each fiscal year and submit it to the executive director for his approval. Staff input will help guide the specifics of said training plan.

(2) At the beginning of each fiscal year the Executive Director will prepare a specific annual training plan and schedule for the board based on their expressed needs and input.

(3) The agency through its central staff will seek to achieve full compliance with the Technical Assistance Plan (TAP) developed as a result of its Fiscal Year 2017 organizational standards assessment by DHCD. Said staff with the assistance of program directors will also work to achieve continuous compliance with said standards.

(4) As a result of the recently developed and staffed position of Coordinator of Compliance and Planning, each agency program will be reviewed by the end of FY 2018 for the purpose of determining and evaluating their compliance requirements and any assistance needed to achieve them.

(5) During fiscal year 2018 the agency, with the input of the board, will establish a resource development plan in order to identify and cultivate other sources of funding in support of its many activities and programs. Our goal is to identify three new funding sources during each fiscal year beginning in 2018.

STRATEGIC THREE YEAR GOALS AND SPECIFIC OBJECTIVES

NEED: ACCESS TO AFFORDABLE FOOD/FOOD SECURITY

GOAL: *Our Agency will provide greater access to affordable food and increase food security for service area individuals and families.*

GOAL TYPE: INDIVIDUAL/FAMILY

Specific Objectives and Strategies

CFC has a long track record of providing food and nutrition assistance to service area residents. It remains our goal to continue to provide for this most basic of human needs.

A. SNAP Outreach and Application Program

This has proven to be an effective way to help individuals and families access food. For instance, the average monthly household benefit in Massachusetts is \$215. For each year that amounts to \$2,580. During FY 2016 480 households obtained benefits through CFC. That amounts to \$1,238,400.00 in nutrition annually. For the most part our efforts have taken place at our Fall River office with most service participants coming from the greater Fall River area. Over the next three years we hope to expand this program to our City of Taunton office and thereby make SNAP accessible to that portion of our service area including the surrounding towns. This will be a perfect complement to our LIHEAP and WIC programs situated there. For the **first year** we plan to have two days per month with scheduled appointments in our Taunton office. By the **second year** we expect that to increase to three days. For our **third year** we will seek to have five full service days and include walk-ins.

Addressing Service Gaps: Of course the Massachusetts Department of Transitional Assistance plays a big role in the SNAP program. In fact, DTA through the USDA provides 50% of the funding for our SNAP outreach program. But as the stakeholder interview with the local DTA office director revealed, they can no longer provide any kind of case management to their applicants. Submissions are by fax or mail for the most part with processing handled by call centers. Our experience has been that many applicants need more help than that in order to successfully apply for *and maintain* their benefits. Our program fills that gap by providing a location where individuals and families can apply through an advocate face to face who can help them through each stage of the process. DTA recognizes the need for our service because they provide funding for it.

B. Women, Infants and Children (WIC) Program

We will continue to operate our **WIC** program out of our Taunton office in order to especially serve the individuals and families of that area. Not only does it provide access to food and nutrition for infants and children but WIC also provides dietary assessment and counseling, nutrition education, food vouchers, immunizations, farmer's market coupons, breastfeeding peer counselors, breastfeeding promotion and support and health and human service referrals.

Addressing Service Gaps: While CFC has operated its WIC program for many years out of its Taunton office, WIC participants in the greater Fall River utilize the program operated by a local community health center, namely Health FIRST. We have a collaborative relationship with Health FIRST with our LIHEAP program. During the fuel season they provide us with an office once per week to take applications for fuel assistance. In order to enhance the impact of our food access and nutrition programs we will seek to make our service participants more aware of the benefits of WIC by having a more formalized referral system that provides for greater service integration through case management.

C. Food Pantry/Addressing Service Gaps

CFC will continue to operate its Food Pantry in Fall River which last year served 5,123 individuals. We plan on increasing our food storage capacity by 40% by the start of FY 2018. This will enable us to obtain more non-perishable food items most of which will be free from the Boston Food Bank and area markets. This will result in an increase in the amount of food distributed to each family by at least 10%. By the beginning of FY 2018 CFC will also open its food pantry one night per week from 4pm to 7pm to accommodate those who are working during the day but still qualify to participate. Over the course of **three years** we hope that this will result in a 10% increase in the unduplicated count of individuals served. The additional evening hours will not affect the normal hours of operation of Monday, Wednesday and Friday from 9am to 12pm. There are no food pantries in the greater Fall River area that are open during the evening. CFC will continue to partner with other food pantries and soup kitchens by distributing surplus perishable food as it is received. We will also make up to date information available to program participants about other food pantries and soup kitchens. In our Taunton office, we will continue to accept perishable food items from the St. Vincent de Paul Society for distribution on the same day. Likewise information about all area food pantries and food banks will be distributed to agency clients.

D. Retired Senior Volunteer Program/Addressing Service Gaps

While the primary purpose of this program is to provide opportunities for civic engagement and community involvement 48 of our 201 low income senior (55 and over) volunteers have been assigned to area soup kitchens and food pantries including our own. This adds a tremendous resource to the fight against food insecurity. Over the next three years we intend to continue to provide this same support.

NEED: HOUSING STABILITY

GOAL: *Our agency will increase housing stability for individuals/families in service area communities.*

GOAL TYPE: INDIVIDUAL/FAMILY

Specific Objectives and Strategies

A. Housing Assistance Program/Addressing Service Gaps

Through the availability of very limited funding from FEMA we have been able to provide emergency assistance to about 150 households annually. This has come in the form of rental and some utility payments in order to prevent eviction and/or homelessness. Resources are shared by both the Fall River and Taunton offices. We will continue to operate this program but will seek additional financial resources. During the course of **three years** we hope to be able to increase the number of households served to 250 annually. We also hope to establish at least one partnership with an agency that deals with this problem more extensively than we do in order to be better able to serve our program participants. Specifically our goals are: (1) increase available funding through grants, contributions etc. ; (2) partner with a legal assistance program in order to be able to make meaningful referrals for those facing eviction; and (3) establish linkages with existing rental assistance programs (Catholic Social Services comes to mind) so that more of our clients can be served.

B. Fuel and Utility Assistance Programs

LIHEAP remains CFC's largest program both in terms of numbers served annually (13,815 households in FY 2016) and dollars spent. Without heat homes become uninhabitable. CFC will of course continue to participate in the LIHEAP Program provided that funding remains intact. Not only do households benefit from the heating assistance provided they also have the added bonus of utility discounts which in FY 2016 amounted to over \$3 million.

Addressing Service Gaps: CFC will continue to work through a network of service area agencies and programs to make the availability of our service known to potential participants. We will continue to assign an intake worker to Health FIRST, a community health center, and the local office of our national gas provider, both on a weekly basis, in order to reach as many people as possible. Area council on aging offices will take fuel assistance applications after appropriate staff training.

C. Weatherization/Addressing Service Gaps

Housing is also stabilized through our Weatherization Program. We hope that this Department of Energy funded program will continue to provide much needed insulation, weather stripping, and window replacements to not only make homes more comfortable but also more affordable by being more energy efficient. CFC works closely with PACE, another CAP agency serving the greater New Bedford area, in accepting referrals in that service area. PACE does not operate a Weatherization program.

D. Heart WAP

Another program that serves to make homes more comfortable, safer and more affordable is our Heart WAP program whereby heating systems are repaired or replaced. We will continue to offer this service contingent upon available funding. Those homes receiving a new heater/furnace are expected to experience at least a 15% reduction in heating fuel consumption.

NEED: INCREASED FINANCIAL CAPABILITY

GOAL: *Our agency will provide opportunities for individuals and families to increase their financial capability.*

GOAL TYPE: INDIVIDUAL/FAMILY

Specific Objectives and Strategies

CFC has a number of programs that meet the expressed and statistically supported need for increased financial capability.

A. Head Start/Early Head Start/Addressing Service Gaps

CFC will continue to prepare children for school by developing their math and language

skills as well their overall readiness for participation in an educational setting. Better prepared children have a better chance of succeeding in school which leads to a higher level of educational attainment. A higher level of educational attainment equates with greater employment opportunities and more pay. Our program serves children in Fall River, Rehoboth, Somerset, Lakeville, Swansea, Freetown, Dighton, Westport and Seekonk. We do not serve Taunton because there is an existing program there, namely Triumph, Inc., with whom we coordinate our efforts. Our Head Start/Early Head Start programs utilize a multitude of linkages and partnerships to provide a comprehensive range of services to its families. Family counselors work with the families and assess what other services or assistance might be needed. For a listing of the available resources that are utilized on a regular basis see the Linkages section hereinafter set forth. In addition, parents have been encouraged to obtain their high school equivalency certificate. This required our making arrangements with Bristol Community College in order for the parents to attend the requisite classes for free. However, most, if not all, could not afford to pay the \$100 testing fee. CFC has agreed to continue to cover this payment as well.

B. Foster Grandparent Program

CFC intends to continue to operate its Foster Grandparent Program. This program has been part of our service delivery system since 1972. We receive funding for 60 positions for people 55 and over who are assigned to area schools to help students who are struggling academically for which they receive a small stipend. Our goal is to maintain this level of service over the next three years while documenting the improvements in student achievement. In a sense this can be seen as a follow-up to Head Start in its focus on helping students to succeed and thereby have a better chance of escaping poverty. It is likewise an opportunity for civic engagement and community involvement by low income residents.

C. Child Care Programs/Addressing Service Gaps

Our existing child care programs will continue to help parents maintain, seek or prepare for employment. The demand for this service far exceeds the number of placements that we have so we will continue to work with PACE, the CAP agency primarily serving the New Bedford area, which has available child care service vouchers for providers within our service area. Likewise we will work with area social service agencies, schools, museums etc. to provide a comprehensive system of family support for those enrolled in our child care programs. Again see the Linkages section hereinafter set forth.

D. The Senior Community Service Employment Program (SCSEP) /Addressing Service Gaps

Formerly known as the Senior Aide Program, this program has been in operation at CFC

since 1968. By using subsidized employment as a training tool for people 55 and older, we will continue to help individuals transition to gainful unsubsidized jobs. While a number of program participants go on to be hired at the site at which they were originally placed, others find employment through our efforts with the Career Centers of Massachusetts. The bottom line is they develop new skills while being paid to work and thereby become more employable.

E. The Volunteer Income Tax Assistance (VITA) Program/Addressing Service Gaps

At CFC we have operated a VITA Program for the past thirteen years. It has enabled the working poor, the underemployed and the newly unemployed to access tax credits and thereby enhance their income without paying exorbitant fees in the process. This program however faces two serious service gaps: (1) We only operate out of our Fall River location; and (2) We have not yet been able to provide our clients with a complementary program of Financial Capability Services. Currently we operate a Virtual VITA Site in Taunton. What this means is that on a limited basis taxpayers can go through the intake process but their returns are done at our Fall River office and returned to the Taunton the following week. This is a cumbersome process that severely limits the number of returns that can be done. By FY 2019 we intend to have a separate full service VITA site in our Taunton office and by FY 2020 our goal is to generate 150 tax returns from that site. With respect to Financial Capability Services it is our goal over the next three years to have available to all of our services and programs financial education, coaching and counseling; credit counseling and billing; and incentivized savings and asset ownership programs. This will start during FY 2018 with our VITA program and grow from there so that by FY 2020 these services will be available agency- wide.

F. Individual Development Account (IDA)/Addressing Service Gaps

We have offered this incentivized savings program for the purpose of first time home buying and paying for post-secondary education. Currently we have no funding for the matching payments and are therefore without any service participants. During FY 2018 it is our goal to locate funding sources so that by FY 2019 we can once again offer this valuable program.

NEED: SUBSTANCE ABUSE EDUCATION, PREVENTION, and TREATMENT

GOAL: *Our agency will provide outreach for substance abuse education, prevention and treatment programs to area individuals and families.*

GOAL TYPE: INDIVIDUAL/FAMILY

Specific Objectives and Strategies

Over the next three years our goal is to distribute in agency mailings, such as LIHEAP applications, information about available substance abuse hotlines, treatment facilities, community resources, detox/inpatient facilities and outpatient facilities. Printed on a tri-fold card, they will be provided to us by an existing coalition including, among others, representatives from both the Fall River and Taunton police departments. We expect to mail 3,000 of these resource listings in FY 2018, 5,000 in FY 2019 and 10,000 in FY 2020. We will continue to work with the coalition in order to provide the most up to date information available.

NEED: ACCESS to HEALTH CARE

GOAL: Our agency will continue to provide reproductive health care and teen pregnancy prevention services to service area individuals.

GOAL TYPE: INDIVIDUAL/FAMILY

Specific Objectives and Strategies

CFC will continue to operate its **Family Planning** and **Teen Pregnancy Prevention** programs over the next three years over which time we expect to continue to serve over 1,500 women annually and provide 60 workshops annually about teen pregnancy prevention issues. This program, having served our community since 1972, fills a service gap since our area community health care facility does not offer these services.

FUNDING STRATEGIES

Citizens for Citizens, Inc. has a diverse range of program services with an annual budget of over \$24 million. These programs are funded from over 70 different funding sources. The ratio of CSBG funding to funding from all other sources is 1:45 (this is a decrease from 1:47 in the previous 3 year period).

- Approximately 20% of CFC's funding comes directly from the Federal government;
- Approximately 57% of CFC's funding comes from Federal sources that are passed through the Commonwealth of Massachusetts, local governments and/or non-governmental organizations;
- Approximately 7% of CFC's funding is received directly from the Commonwealth of Massachusetts;

- Approximately 13% of CFC's funding is received from private utility companies under fee-for-service contracts;
- Approximately 1% of CFC's funding comes from donations and grants received from private sources such as individuals, foundations and corporations; and
- Approximately 2% of CFC's funding is received from individuals for fees charged for services provided.

CSBG funds are utilized to allow Citizens for Citizens to leverage these funding sources, many of which have restricted or inadequate administration or program support budgets.

In addition, CSBG funds allow Citizens for Citizens the ability to seek additional funding for program activities and to develop such programs by providing core funding for essential central activities which are only partially supported by program specific revenues.

Citizens for Citizens' future goals and new initiatives for funding over the next three years will attempt to augment its current funding by:

- Continued expansion of the fee-for-service contracts with private utility companies;
- Continued expansion of the number of low-income individuals and families serviced under the tax preparation program by developing synergistic relationships with educational institutions, the Internal Revenue Service and local banks thereby allowing for the opening of another VITA site at our Taunton office which would enable us to better serve the greater Taunton area;
- Expansion of the number of on-line food stamp applications processed by obtaining additional funding which would allow for the expansion of this service into the greater Taunton area;
- Continued enlargement of sources of emergency food and utility assistance support;
- Expansion of individual, foundation and corporate solicitation for specific programs and general support;
- Continued vigilance by Citizens for Citizens, Inc.'s Board of Directors and staff to identify new programmatic opportunities as they develop.

SERVICE DELIVERY SYSTEM

Since the establishment of **Citizens for Citizens, Inc. (CFC)** in 1965 to serve the needs of low-income individuals and families living in Southeastern Massachusetts, the agency has instituted a wide-ranging and efficient network of social service programs. Clients with needs that cannot be met by existing **CFC** programs are referred by staff members to appropriate assistance programs offered by local government and community agencies.

The **Citizens for Citizens, Inc.** central administrative staff puts a very strong emphasis on maintaining clear and constant levels of communication with program staff. Project directors attend monthly **CFC** Board of Directors meetings to present progress reports on their respective program activities. This promotes an ongoing dialogue between administrative and program staff and the Board of Directors and is one means of establishing, on a regular basis, how programs are doing regarding ROMA national indicator goals.

Citizens for Citizens, Inc. has administrative offices and program staff located at 250-264 Griffin Street and 427 Robeson Street in Fall River. The Family Planning Program has a separate office location at 337 Hanover Street in Fall River. CFC's Extended Day Care Program operates at three elementary school sites in Fall River and Westport. The Head Start and Early Head Start programs operate from Fall River facilities owned by CFC at 295 Harrison Street, 571 Second Street, and 881 Maple Street as well as from several other area facilities. Citizens for Citizens, Inc. serves clients in the Greater Taunton area with administrative and program staff at the 1 Taunton Green office location. Detailed information concerning all CFC programs and community activities is also available at the cfcinc.org website.

Housing Services

The **Housing Assistance Program** provides assistance to income-eligible households for rent as well as utility and food expenses. CFC can also provide a one-time voucher for food.

The **Low Income Home Energy Assistance Program (LIHEAP)** has been in operation since 1976. This program assists low-income households with the payment of their heating bills.

during the winter season. Clients also receive discounts for their telephone service, electric rates and natural gas service. CFC has a current caseload of more than 15,000 households that receive the benefits of this program. Eligibility is based on annual gross household income, family size, and annual heat consumption.

The **HEART WAP Program** (Home Heater Repair / Replacement Program) provides homeowners and eligible tenants with heating system repairs and replacements. The program is available to low-income households in the greater Fall River, New Bedford, and Taunton, Massachusetts areas. This program is available primarily to homeowners, but assistance for tenants can be arranged under special circumstances. If a heating system is deemed to be unsafe or not in good working order, the income eligible homeowner can have their heating system repaired or replaced under this program.

The **Weatherization Assistance Program** is funded by the Department of Energy and involves installation of energy efficient measures in income-eligible households. Work done through this program includes installation of attic and wall insulation, weather-stripping of doors; and installation of storm windows, replacement windows and water saving devices. A point ranking system is used to determine the service work order for this program, with elderly households receiving 3 points, households with handicapped members receiving 2 points, and with other criteria also providing points for applicable households. The homes with the highest point totals are weatherized first. Upon completion of the weatherization services, a typical household can expect to reduce the amount of fuel required to heat their home by as much as 35%.

The **Appliance Management Program** furnishes income eligible homes with energy efficient light bulbs and determines if the household would benefit from an energy efficient refrigerator or freezer. Clients are taught how appliances use energy and how to operate them more effectively. This program is funded by local utility companies and helps to reduce energy consumption.

Employment Services

The **Senior Community Employment Service Program (SCSEP)** provides employment and training for income-eligible senior citizens age 55 and over. Participants are placed in subsidized employment at non-profit agencies, public schools, and government offices. While working in these settings they acquire skills that will allow them to reenter the workforce. Participants in the Senior Aide Program earn the prevailing minimum wage while the program endeavors to place them in unsubsidized work sites within a two-year period.

Civic Engagement and Community Involvement

The **Foster Grandparent Program** allows income-eligible seniors (age 55 and older) to help children in the Fall River and Taunton areas. One of the services provided involves helping students improve reading skills within the public school systems. The elderly clients who participate in this program are paid a stipend of \$2.65 per hour for a 20-hour work week. The amount of money earned may not be large, but it does give senior citizens an opportunity to supplement their incomes while offering a rewarding and important service to area children.

The **Retired Senior Volunteer Program (RSVP)** allows Fall River and Taunton area seniors age 55 and over to be placed as volunteers in worthwhile activities in public and private non-profit agencies. On a day-to-day basis these senior citizens contribute their time and energy in a meaningful way while addressing the needs of their communities.

Education and Cognitive Development Programs

The **Head Start Program** has continuously served pre-school children in the Fall River area for nearly fifty years. It aims toward total child development and improved family functioning in order to enhance each child's school readiness quotient. Because parents are the most important influence in their child's development, Head Start provides many opportunities for them to become involved in the program and to improve their own educational situation and employment potential. Children are also provided immunizations along with dental, vision and hearing screenings.

The **Early Head Start Program** is a home-based program for families living in the Fall River area which provides services for low-income expectant couples, and families with infants and toddlers. Early Head Start is a comprehensive, two-generation program which includes extensive services that begin before birth and concentrate on enhancing the child's development by supporting the family during the critical first three years of life.

High School Equivalency Classes is a program for **Head Start** parents who are seeking to achieve the equivalency of a high school diploma through a cooperative program with Bristol Community College. Parents attend classes for free and CFC makes it possible for them to take the required testing by paying the fees involved.

Services Supporting Multiple Domains

CFC also offers a Fall River home-based **Family Child Care Program** that is available for a mixed age group, including infants, toddlers and preschoolers. The purpose of the program is to provide safe, informal, healthy, nurturing environments for young children while their parents are working, attending school, seeking employment or participating in job-training programs.

The **After School Day Care Program** is a center-based and school-based program designed for school age children. Its purpose is to provide a secure and relaxed educational environment for children while their parents are working, attending school, seeking employment or participating in job training programs.

The **Maple Tree Child Care Program** offers quality care for infants who are at least 6 weeks old and preschoolers up to the age of 5 through a nurturing staff who follow developmentally appropriate practices. Parents pay either the private tuition rate or obtain a childcare financial assistance voucher in order to participate in this program.

Citizens for Citizens, Inc. operates two **Extended Day Care Program** sites located within the Fall River school system. The programs are year-round, school-based, and provide a safe and informal education setting for children at the end of the school day. The centers are open during normal hours of school operation when school is in session, and remain open until 5:30 p.m. each day. During school vacation weeks, centers operate from 7:30 a.m. to 5:30 p.m. All the children enrolled at school program sites are eligible for this program. Payment rates are established on a sliding fee basis, and subsidized slots are available through the voucher program.

Operation Christmas distributes toys and clothing to income-eligible area households during the Christmas holiday season. The items given are obtained through donations from the communities in our service area. Likewise numerous volunteers make distribution possible.

Health and Social/Behavioral Development Services

The **Family Planning Program** provides services that include: comprehensive gynecological exams, birth control counseling and supplies, client education about HIV/AIDS prevention, screening for breast, pelvic, and cervical cancer, testing and treatment for most sexually transmitted infections, pregnancy testing, nondirective counseling and referral for

pregnancy, infertility, substance abuse, and other health conditions. Services also include overall health assessment and sexually transmitted infection screening and treatment for men. Family Planning services include community education/outreach programs for school, religious, and parent groups, human services, and other organizations. These programs cover such topics as: sexuality, teen pregnancy prevention, family communication about sexuality issues, sexually transmitted infections and HIV/AIDS.

The **Teen Pregnancy Prevention Program** utilizes *Making Proud Choices (MPC)* which is an educational curriculum designed for middle school youth between the ages of 11 and 14 in urban areas. The program is designed to provide adolescents with the tools they need to reduce their risk of sexually transmitted diseases, including HIV, and pregnancy. Youth are provided with comprehensive and up-to-date information regarding their reproductive health. Emphasis is also placed on goal setting, communication, including refusal and negotiation skills, as well as the decision making process. Various instructional media tools are used to meet the varied learning styles of the participants. Activities include video clips, interactive games, role-plays, skill-building exercises, and small group discussion.

The **Women, Infants and Children (WIC) Program** is a special nutrition and health care program for women, infants, and children. Participants must be pregnant or postpartum women; an infant or child up to age 5; must meet income guidelines; and must live in Massachusetts. WIC provides dietary assessment and counseling, nutrition education, food vouchers, immunizations, voter registration, farmer's market coupons, breastfeeding peer counselors, breastfeeding promotion and support, and health and human service referrals.

The **Food Pantry** provides eligible households with food items once every 30 days subject to availability. The food is supplied by various sources. CFC receives day-old bread and other baked items from local supermarkets several times a week. Food is also obtained from the Boston Food Bank and other private sources on a regular basis. It is also purchased with donated funds. The amount of food a family might receive varies based on family size.

Children participating in **Head Start** also obtain age appropriate immunizations, and dental, vision and hearing screenings.

Income and Asset Building Services

The **On-Line SNAP (Food Stamp) Outreach and Application Program** was established to improve access to SNAP (formerly Food Stamp) benefits for low-income households. Applications are completed and transmitted to the Massachusetts Department of

Transitional Assistance (DTA) by CFC personnel who also assist applicants with the necessary follow-up. Eligibility is based on such factors as monthly income, household size, age of applicants, and housing costs. The Massachusetts Department of Transitional Assistance makes the final decision on eligibility in accordance with their guidelines. Applicants must produce proof of income for the previous four weeks, child care expense information, utility bill information, medical bills, and rent or mortgage costs. Applications are prepared and transmitted during a face-to-face interview with a CFC case worker. Supporting documents are faxed or mailed to DTA. The program currently serves the greater Fall River area.

The **Volunteer Income Tax Assistance (VITA) Program** utilizes trained volunteers to prepare and electronically file the returns for lower income households free of any charge. This enables more individuals and families to benefit from earned income tax credits as well as education, child care, and child tax credits. Citizens for Citizens, Inc. personnel administer the program and also provide financial literacy information to our clients. This service is similar to that provided by commercial tax preparers but saves clients from payment of tax return preparation fees.

The **Individual Development Account (IDA) Program** has enabled area residents to purchase homes for the first time and finance post-secondary education with savings that are supplemented by matching funds. Financial literacy training is an essential component of this program.

In keeping with the standards established during over fifty years of service to the low-income residents of our service area, the dedicated management and staff of Citizens for Citizens, Inc. are continuing to search for and develop new programs to combat poverty and help client families to lead healthier, happier, and more economically secure and stable lives.

LINKAGES

As we have incorporated a higher level of both service integration methods and case management practices into our service delivery system, the concept of linkages continues to receive greater emphasis. We have always had information and referral services at CFC. However, being able to follow-up with a client after having made direct contact with a service provider on their behalf is essential. Case management, however limited, and service integration are becoming more and more inseparable from our daily operation. In addition, we are being called upon more and more to advocate on behalf of our clients as

service delivery systems become more complex. Effective advocacy requires having a working relationship with other members of the human services network. This relationship also better enables us to advocate with them or even to them to achieve social change. It is no accident that a portion of each of the community stakeholder interviews was dedicated to linkages. This dialogue will continue.

The following is a breakdown by **CSBG Domains** of some of the members of the human services network with whom Citizens for Citizens for Citizens, Inc. has developed a working relationship:

A. Housing Services

Fuel Assistance provides immediate relief for heating bills, while WAP and HEARTWAP provide for long range, reoccurring savings through the repair and replacement of heaters (HEARTWAP), and by providing insulation, air sealing, and other energy saving techniques and services (WAP).

Among the linkages that will be utilized to maximize the impact of these programs are the following:

- Salvation Army
- Federal Emergency Management Act (FEMA)
- Liberty Utilities
- Columbia Gas
- Eversource
- National Grid
- Middleborough Gas & Electric
- Department of Transitional Assistance

- Citizens Energy Corporation
- Taunton Emergency Task Force
- St. Vincent de Paul
- Bristol Elders
- Rehoboth Public Library
- Swansea Council on Aging
- Somerset Council on Aging
- Seekonk Council on Aging
- Taunton Council on Aging
- Westport Council on Aging
- Freetown Council on Aging
- Berkley Council on Aging
- Lakeville Council on Aging
- Fallon Health
- Tufts Health
- United Health
- Senior Whole Health

The Housing Assistance program will continue to partner with its funding source, FEMA, to provide its services.

B. Employment Services

The Senior Community Service Employment Program will utilize the following partnerships for placement sites for its subsidized employment and for potential unsubsidized job placements:

- Division of Employment & Training
- Work Force Development Agency
- Offices of Economic Development
- Jobs for Progress, Inc.
- Ser Chamber of Commerce
- Massachusetts Department of Transitional Assistance
- Boys & Girls Club of Fall River
- Fall River Council on Aging
- Greater Fall River Community Food Pantry
- Swansea Council on Aging
- Westport Council on Aging
- John Boyd Child Care Center
- Friends of the Homeless
- Multicultural Center
- Fall River Council on Aging
- Lorraine's Soup Kitchen
- Dighton Council on Aging
- St. Luke's Home
- Polish Center of Discovery and Learning, Inc.
- Plymouth Council on Aging
- Kingston Council on Aging
- Marshfield Council on Aging
- Fall River/Taunton/Attleboro Career Centers
- City of Fall River
- Dighton Council on Aging

- Fall River Historical Society
- Freetown Council on Aging
- YMCA – Swansea
- Community Connections of Fall River
- Saint Vincent de Paul
- Greater Fall River Re-Creation, Inc.
- Children’s Advocacy Center

C. Education and Cognitive Development Programs

CFC relies on the following comprehensive network of linkages in support of the many services it provides through its Head Start and Early Head Start Programs.

- PACE Child Care Works - a clearinghouse for area Child Care Programs
- Title One – area school departments
- Child Development Center
- Salvation Army
- Rainbow Bears – Pre-school
- YMCA
- Family Service Association
- SER-Jobs for Progress, Inc.
- Thomas Chew Memorial Boys and Girls Club
- Cool Smiles
- Bristol Community College GED Program
- People, Inc.

- WORD Child Development
- South Bay Mental Health
- Associates for Human Services
- Health FIRST Family Center
- Stanley Street Treatment and Resources
- Child and Family Services
- Massachusetts Department of Children and Families
- UMASS Dartmouth
- Fall River School Department
- Coordinated Family and Community Engagement Programs/Grants
- Dental Dreams
- Fall River Adult Literacy Partnership
- Massachusetts Department of Transitional Assistance
- Early Literacy Consortium
- Fisher Community College
- Fall River Public Library
- Diman Regional Vocational High School
- Charlton Memorial Hospital
- Chamber of Commerce
- Khmer Family Resource Center
- Swansea Public Library
- Rehoboth Public Library
- St. Anne's Hospital
- South Coast Counties Legal Services
- Parents Helping Parents

- Greater Fall River Children's Museum
- Ninth Street Day Nursery
- Our Sister's Place

D. Health and Social/Behavioral Development Services

The Family Planning, Teen Prevention, Women Infants and Children (WIC), and Food Pantry programs rely on the following partnerships for the delivery of their services:

- Deaconess Home for Girls
- Gateway to College
- YouthBuild Fall River
- Resiliency Preparatory School
- Sexual Assault Nurse Program
- Corrigan Mental Health Center
- Youth Violence Prevention
- Outpatient Addiction Program
- Batterer's Intervention Program
- Durfee High School Freshman Academy
- Walmart Foundation
- Taunton Federal credit Union
- Saint-Gobain Performance Plastics
- Ocean Spray
- Hannaford Supermarket
- BJ's Wholesale Club

- Stop & Shop
- Cardi's Furniture
- Catholic Social Services
- BMC Healthnet
- Morton Hospital
- Triumph Head Start
- Healthy Families
- Signature Health Care
- Steppingstone
- Greater Fall River Community Soup Kitchen & Food Pantry
- Saturday Soup Kitchen
- Veteran's Association
- My Brother's Keeper
- St. Anne's Food Pantry
- First Step Inn Homeless Shelter
- Project Bread
- Greater Boston Food Bank
- United States Department of Agriculture
- Trucchi's Markets

PLAN MONITORING AND REPORTING

The agency and its board will monitor and evaluate implementation of this plan as follows:

(1) Each program director will be responsible for monitoring and reporting on a monthly basis his or her program results, outputs and/or outcomes as projected in this Community Assessment Report & Strategic Plan (**CARSP**) and any Community Action Plans (**CAP**) developed pursuant thereto.

(2) Such reports will be submitted monthly to the Executive Director and to the Board of Directors at each of its meetings.

(3) The Executive Director will have the opportunity to review each of said reports prior to the board's meeting and request clarifications, corrections or amendments to same.

(4) The Board of Directors will then review and accept/approve the program reports at each of its meetings.

(5) Copies of each report will be forwarded to the Planner who will be responsible for compiling the results for inclusion in the 6 month and 12 month progress reports on its **CAP** and its Community Services Block Grant (CSBG) **Annual Report**. The specific format for each program's reporting will be developed by the Executive Director (or his designee) with the help of the Planner and will be consistent in content and formatting with the aforementioned **CAP** progress reports and **Annual Report**.

(6) Each year the aforementioned **CAP** progress reports and Community Services Block Grant (CSBG) **Annual Report** will be prepared by the Planner submitted to the Executive Director for his review. They will then be submitted by the Executive Director to the Board of Directors for their approval. This will all take place in a timely fashion so as to allow for the **CAP** progress reports and the **Annual Report** to be submitted to the Massachusetts Department of Housing and Community Development (DHCD) by the dates requested.