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PREFACE

As a designated Community Action Agency and recipient of federal Community Services Block Grant (CSBG) funds, South Shore Community Action Council, Inc. (SSCAC) undertakes a strategic planning process every three years. Informed by a comprehensive community assessment and internal agency assessment, the Community Assessment Report and Strategic Plan (CARSP) identifies the community needs and resources, as well as the agency’s service priorities, goals, and strategies for meeting community needs. The CARSP further ensures that SSCAC’s services align with national priorities for serving low income individuals and families and provides a framework for SSCAC to evaluate progress toward meeting our goals.
South Shore Community Action Council, Inc. (SSCAC), a private, 501(c)(3) non-profit Community Action Agency, provides a range of critical services that help improve the opportunities and well-being of low-income individuals and families throughout the South Shore. Since its incorporation in 1965, SSCAC has grown to serve 21,231 low-income individuals in FY16. SSCAC offers the following program and services to assist low-income individuals and families:

- Fuel Assistance
- Transportation
- South Shore Early Education
- Weatherization
- Appliance Management Program (AMPS)
- Heating System Repair/Replacement (HEARTWAP)
- Emergency Rent/Mortgage/Utility Assistance
- Food Resources Program
- South Shore Family Network
- Food Basket
- Consumer Aid
- Volunteer Income Tax Assistance

SSCAC employs more than 180 people across 5 locations on the South Shore, Cape Cod, and the Islands. SSCAC’s administrative office and its main program offices are located at 71 Obery Street in Plymouth. SSCAC also operates two South Shore Early Education centers in Plymouth and Marshfield. In addition to its main intake office at our Obery Street facility in Plymouth, our Fuel Assistance program maintains an intake office in Hyannis and partners with Dukes County Services in Edgartown on Martha’s Vineyard. SSCAC’s 11 incorporating towns are Carver, Duxbury, Hanover, Hull, Kingston, Marshfield, Norwell, Pembroke, Plymouth, Plympton, and Scituate. SSCAC’s Fuel Assistance Program extends the agency’s reach beyond these 11 towns to include approximately 80 additional cities and towns in Southeastern Massachusetts, Cape Cod, and the Islands.

As a designated Community Action Agency and recipient of federal Community Services Block Grant (CSBG) funds, SSCAC undertakes a community assessment and strategic planning process every three years. Informed by a comprehensive community and internal assessment, the agency’s Community Assessment Report and Strategic Plan (CARSP) identifies the agency’s service priorities, goals, and strategies for meeting community needs. The CARSP further ensures that SSCAC’s services align with national CSBG priorities for serving low income individuals and families and provides a framework for SSCAC to conduct semi-annual and annual evaluations of our progress toward meeting our goals and objectives.

SSCAC’s 2018-2020 Community Assessment Report and Strategic Plan includes the following components:
Agency Description – This section provides an overview of SSCAC, including its history, service area, programs and services, governance, and revenues.

SSCAC Mission Statement – SSCAC’s mission was reviewed during this CARSP process to ensure our goals, strategies, and objectives comport with our agency mission. This section includes a discussion of this review and an affirmation of SSCAC’s mission: “By strengthening and coordinating existing efforts, our mission is to eliminate poverty along the South Shore by affording everyone in need the opportunities for education, training and work; to live with dignity; to contribute to the full extent of their capabilities; and to participate in the workings of our society.”

Vision Statement – The section includes SSCAC’s vision for the future for programs, collaborations and partnerships, funding, infrastructure, public awareness, and use of technology.

Community Profiles – This section provides a profile of the 11 towns for which SSCAC is the designated CSBG Community Action Agency, as well as 3 towns for which SSCAC provides a significant level of services. Using the U.S. Census, American Community Survey, and other data sources, the profiles include data on population growth, the causes and conditions of poverty, unemployment, new immigrant groups, housing, education, language, and more.

Community and Internal Assessment Process – This section includes a description of the processes SSCAC used to conduct a Community and Internal Assessment from October 2016 through May 2017. This Community and Internal Assessment informed our development of a comprehensive understanding of the needs and priorities of low income individuals and families on the South Shore, as well as the resources available within SSCAC and in our communities to meet those needs. SSCAC collected both quantitative and qualitative data from primary and secondary research sources, including invaluable service need and customer satisfaction information provided directly by low income people in our service area as well as stakeholders from a cross-section of community sectors.

Key Findings: Community Assessment - The Community Assessment demonstrates that low income South Shore families continue to feel the impact of the recession and foreclosure crisis, a fact that is reflected in lingering financial instability and the ongoing volume of people in need of SSCAC’s assistance. Plymouth County was hard hit by the housing crisis and high unemployment rates associated with the Great Recession of 2009-2015. During the Great Recession years, the number of individuals and households served by SSCAC grew significantly. Since the end of the Recession, our annual service numbers have yet to return to pre-Recession levels. Low income individuals and families in SSCAC’s service area continue to struggle to earn livable wages and to meet their basic needs for housing, food, childcare, heat, utilities, and transportation. In light of the opioid crisis gripping much of the country, our Community Assessment findings include a need for an enhanced community response to substance abuse and opioids specifically. Nonetheless, our communities are also home to a wide range of resources that can be counted as strengths to meet community needs.

Key Findings: Internal Assessment – SSCAC also conducted an Internal Assessment to determine the extent to which SSCAC has been and will continue to be able to address the needs of low income people as identified in the Community Assessment. As with the Community Assessment, clear and consistent trends emerged from the Internal Assessment data, particularly
with regard to the agency’s effectiveness, strengths, challenges, and the importance of partnerships. SSCAC’s staff, responsiveness to changing community needs, and reputation were all cited as strengths of the agency. Taken as a whole, these agency strengths build upon one another, resulting in an agency that is responsive, nimble, and reliable. Public funding uncertainties and limited public awareness were identified as challenges for the agency to overcome.

**Strategic Three Year Goals** - This section summarizes agency goals in all of its programmatic areas, as well as goals to strengthen organizational infrastructure in areas such as structural capacity (financial and data collection systems, technology, etc.), human resources, development, public awareness, planning, governance, and facilities. Both staff and Board participate in identifying the three-year goals. The over-riding message from the Community Assessment is that low income South Shore residents have fundamental needs for housing, food, child care, heat, employment, and transportation. Therefore, SSCAC’s goals over the next three years aim to meet the continued need for basic services identified through SSCAC’s Community Assessment.

**Funding Strategies** – SSCAC continues to rely on federal funding as its main source of support; however, it has also made an effort to diversify and grow other funding streams. In FY13 SSCAC’s funding breakdown was 67% federal, 5% state, and 28% private. Now 3 years later, SSCAC’s FY16 funding breakdown was 65% federal, 5% state, and 30% private.

**Linkages** – This section provides a comprehensive listing and description of all the organizations SSCAC partners with to provide client services and those that will be needed to accomplish the three year goals. SSCAC is known throughout the region as a strong and responsive community partner. The agency collaborates with numerous businesses, institutions, and organizations to maximize and coordinate services and regional resources. For the next 3 years, SSCAC and its programs will maintain existing partnerships and will seek out new collaborations in pursuit of opportunities for funding and expansion of services.

**Service Gaps** – SSCAC will make internal and external referrals, collaborate with community partners, and pursue funding opportunities to address service gaps on the South Shore.

**Specific Objectives** – SSCAC’s Service Delivery System encompasses a broad range of programs for low-income families and individuals living on the South Shore, Cape Cod, and the Islands. Each SSCAC program and service established specific objectives to accomplish its strategic goals over the next three years. Many of these objectives include direct services for low income people, coordination with our communities, and internal capacity-building objectives.

**Plan Monitoring and Reporting** - As a CSBG-funded Community Action Agency, SSCAC implements a Results Oriented Management and Accountability system for assessing community needs and resources, developing programs and services to meet those needs, collecting and evaluation program performance data, and refining programs and service delivery models in a continuous cycle of assessment, evaluation, and improvement. This Community Assessment and Strategic Plan sets out the first phase of a 3 year ROMA cycle for the agency. During each of the next 3 years, SSCAC will establish an annual community action plan based on this Strategic Plan. We will collect performance data, evaluate semi-annual and annual progress, and report our results to our Board of Directors and communities.
SECTION 2 – BOARD AUTHORIZATION

SSCAC’s Board of Directors approved the 2018 – 2020 Community Assessment Report and Strategic Plan at its regular Board meeting on May 31, 2017. Our Board of Directors approved the minutes of its May 31, 2017 meeting when it convened on June 28, 2017.
SECTION 3 – AGENCY DESCRIPTION

History of South Shore Community Action Council

South Shore Community Action Council, Inc. (SSCAC), a private, non-profit community action agency, provides a range of services that help improve the opportunities and well-being of low-income individuals and families throughout the South Shore. SSCAC was founded under the auspices of the Economic Opportunity Act of 1964 and the War on Poverty. For over 50 years, SSCAC has remained true to its mission of helping low-income individuals and families attain the skills and supports that will enable them to achieve greater economic self-sufficiency and a better quality of life. Since its incorporation in 1965, SSCAC has grown to serve 21,231 low-income individuals in FY16.

Service Area

SSCAC employs more than 180 people across 5 locations on the South Shore, Cape Cod, and the Islands. SSCAC’s administrative office and its main program offices are located at 71 Obery Street in Plymouth. SSCAC also operates two South Shore Early Education centers in Plymouth and Marshfield. In addition to its main intake office at our Obery Street facility in Plymouth, our Fuel Assistance program maintains an intake office in Hyannis and partners with Dukes County Services in Edgartown on Martha’s Vineyard. SSCAC’s 11 incorporating towns are Carver, Duxbury, Hanover, Hull, Kingston, Marshfield, Norwell, Pembroke, Plymouth, Plympton, and Scituate. SSCAC’s Fuel Assistance and Transportation Programs extend the agency’s reach far beyond these 11 towns to include approximately 80 additional cities and towns in Southeastern Massachusetts, Cape Cod, and the Islands. Taking all of these cities and towns together, SSCAC’s total service area spans approximately 1,850 square miles. The 14 towns comprising our primary service area have an average poverty rate of 4.9%, a child poverty rate of 5.7%, and a senior poverty rate of 5.4%.

Overview of Programs and Services

South Shore Early Education (SSEE)

SSCAC’s South Shore Early Education program operates two child care centers in Plymouth and Marshfield. SSEE provides early education and care for low income infants, toddlers, and preschoolers. Services include Early Head Start infant/toddler care and Head Start preschool. We contract with the Massachusetts Department of Early Education and Care (EEC) and accept EEC child care vouchers to provide subsidized preschool services on a sliding scale for low income families. SSEE also serves children who attend as private pay. SSEE offers bus transportation to/from school, nutritious meals and snacks, health and dental screenings, social services, parenting support and education, and extended day care for working parents. In FY16, South Shore Early Education served 359 preschoolers in 330 slots – 98 Income Eligible, 27 DCF Supportive, 10 Homeless, 195 Head Start slots, as well as 6 voucher and 4 private pay slots. SSEE served 126 infants and toddlers in 72 Early Head Start slots, as well as 8 voucher and 2 private pay slots.
Fuel Assistance

SSCAC’s Fuel Assistance Program helps pay for home heating fuel and utilities for families with incomes up to 60% of the State Median Income. The largest funding source for the Fuel Assistance program is the federal Low-Income Home Energy Assistance Program (LIHEAP). LIHEAP fuel assistance benefit levels are based upon household poverty level and are established by the Commonwealth of Massachusetts’s fuel assistance plan each year. For client intake and application processing, SSCAC operates two offices in Plymouth and Hyannis, partners with Dukes County Services in Edgartown on Martha’s Vineyard, and coordinates a network of 56 local volunteer intake sites to accept applications throughout the South Shore, Cape Cod, and the Islands. SSCAC makes payments on behalf of Fuel Assistance clients directly to over 140 energy vendors.

SSCAC’s Fuel Assistance program also administers funds for supplemental energy assistance programs that help pay for home heating fuel and utilities including:

- FEMA Emergency Food and Shelter Program
- Citizens Energy
- Town of Dennis Fuel Assistance
- Joan Bentinck Smith Charitable Foundation
- Martha’s Vineyard Rotary and Endowment Funds

Each of these programs provides additional fuel assistance benefits to fuel assistance clients who meet eligibility requirements set forth by each funding source. In FY16, the Fuel Assistance Program served 9,126 households in 116 cities, towns, and villages on the South Shore, Cape Cod, and the Islands.

Transportation

SSCAC’s Transportation Program provides handicap accessible transportation services for the elderly, disabled, and eligible school children paid for by third-party reimbursement for municipalities and other human service agencies. In FY16, SSCAC provided 187,852 passenger trips to 1,249 elderly and disabled clients in need of transportation to and from adult day health care facilities, hospitals, medical centers, rehabilitation facilities, and doctors’ offices, such as Old Colony Elderly Services and Mater Dei Adult Day Health Center.

Heating Emergency Assistance Retrofit Task Weatherization Assistance Program (HEARTWAP)

The HEARTWAP program is one of several energy conservation programs offered by SSCAC to help reduce the high cost of home heating for low-income individuals and families through a range of no-cost energy conservation services. HEARTWAP services are provided through a combination of federal and private funds. HEARTWAP staff conduct home heating system inspections and audits, then subcontract with 45 heating system repair vendors to repair or replace inefficient home heating systems making home heating more efficient, safe, and affordable. The HEARTWAP program leverages private utility funding to maximize household
energy efficient installations and conservation measures. In FY16, SSCAC’s HEARTWAP program served 595 households, including 90 heating system replacements.

Weatherization

SSCAC’s Weatherization program works with 8 local subcontractors to make the homes of low income people more energy efficient, thereby permanently reducing household energy bills. Weatherization staff conducts home energy audits and subcontracts with local vendors to provide weatherization measures such as insulation or air sealing. Like the HEARTWAP program, the Weatherization program is federally funded and leverages private utility funding. In FY16, SSCAC’s Weatherization program served 163 households.

Appliance Management Program (AMPS)

Funded by private utilities, SSCAC’s Appliance Management Program (AMPS) provides low income households with energy usage audits and energy conservation measures such as refrigerator replacements or installation of energy efficient light bulbs. In FY16, SSCAC’s AMPS program served 87 households served, including replacement of 45 inefficient refrigerators and 7 air conditioners.

Food Resources Program

Through its Food Resources Program, SSCAC takes a leadership role in working to feed low-income South Shore residents experiencing food insecurity. Each year, SSCAC collects, stores, and distributes roughly a half million pounds of emergency food aid to help a network of more than 75 human service agencies, soup kitchens, food pantries, schools, and others feed the hungry.

Emergency Housing Assistance

SSCAC employs a variety of strategies and funding sources to address emergency housing needs such as rent and mortgage arrearages, including the federally-funded FEMA Emergency Food and Shelter Program (EFSP) and Lend a Hand, the charitable foundation of the Patriot Ledger newspaper, which collects reader donations and distributes those funds to 3 South Shore social service agencies (including SSCAC) to assist South Shore residents with emergency needs. SSCAC is typically able to provide emergency rent or mortgage assistance for approximately 40 households each year. Due to a delay in the state distribution of FEMA funding in FY16, emergency housing assistance funds did not become available to SSCAC until FY17. In FY16, SSCAC used Lend a Hand funds to provide one-time vendor payments to remedy rent and/or mortgage arrearages on behalf of 12 households. Finally, SSCAC’s Board of Directors votes to allocate a percentage of agency surplus to a Board Fund that has been used for emergency assistance when FEMA and Lend a Hand funds are exhausted.
Volunteer Income Tax Assistance (VITA)

SSCAC’s IRS-certified volunteer tax preparers electronically prepare and file both state and federal income taxes on behalf of low income tax payers at no charge. Participants in SSCAC’s Volunteer Income Tax Assistance (VITA) program maximize their refunds with the assistance of volunteer tax preparers who identify and file for all credits for which tax payers are eligible. This free service saves tax-payers’ money in the fees they would otherwise pay to have their taxes commercially prepared. In FY16, SSCAC’s VITA program helped 721 households receive an aggregated $1.4 million in state and federal tax refunds.

South Shore Family Network (SSFN)

SSCAC’s South Shore Family Network is funded by the MA Department of Early Education and Care. Our SSFN offers a range free, community-based early education and parenting support services, including parent-child playgroups focused on early literacy, Raising A Reader, or Science/Technology/Engineering/Math (STEM), parenting workshops, Kindergarten readiness activities, early childhood fairs, a Family Support Resource Directory, resources and referrals for additional community services. SSFN services target outreach to reach families not otherwise involved in formal early education and care to promote the Kindergarten readiness of all young children in 11 South Shore towns.

Consumer Aid Program

SSCAC’s Consumer Aid program provides area residents with an alternative to court resolution of their consumer complaints. In 2016, SSCAC provided mediation services between 421 consumers and businesses resulting in approximately $95,117 in complaint resolutions for consumers. The Consumer Aid Program is supported through a grant from the MA Attorney General’s Office and the donated services of a community volunteer.

Employment Assistance

SSCAC provides job training/education to childcare parents, as well as professional development and employment support for SSCAC staff.

*Job Training for Early Education Parents:* includes vocational and on-the-job training for childcare parents to work as classroom aides, certified food handlers, or Commercial Driver’s licensed school bus drivers. In FY16, 6 child care parents received training, including 5 parents trained to be teacher assistants and 1 parent was trained to be a CDL-licensed bus driver.

*SSCAC Staff Training/Education:* includes training opportunities for all agency employees through job-related workshops. In FY16, 14 staff participated in job-related post-secondary education, with 3 staff attaining a credential as a result. Additionally, 182 staff participated in job-related training.

*Community Access and Coordination:* SSCAC also increases community access to adult education and professional development opportunities. Massasoit Community College (MCC)
offers post-secondary certificate and credit courses at SSCAC’s office in Plymouth, including courses for our South Shore Early Education staff and other child care providers in the region, as well as other technical skill courses aimed at improving job opportunities for area residents.

**Health Access**

To create community access to behavioral health services, SSCAC’s Board President signed a lease in May 2017 with a new partner, the Plymouth Recovery Center, a 501(c)(3) nonprofit dedicated to providing long term, holistic support for people in recovery from addiction. Beginning in July 2017, the Plymouth Recovery Center will lease 3 classrooms and office space from SSCAC at its Obery Street facility. The Plymouth Recovery Centre hired Gandara to deliver services to recovering addicts and family members who need support and information about other community services.

**Agency Governance**

SSCAC is governed by an active and engaged Board of Directors with 20 members currently seated. In accordance with the Economic Opportunity Act, the By-laws of the Board, and SSCAC’s Restated Articles of Incorporation, SSCAC’s Board of Directors is composed of:

- 1/3rd Community representatives,
- 1/3rd Selectman’s representatives, and
- 1/3rd Low-income representatives.

This tripartite structure of SSCAC’s Board ensures representation of low-income communities, as well as town officials and community stakeholders. SSCAC’s Board of Directors worked with an attorney to review, amend, and restate its By-laws in June 2013. In accordance with the CSBG Organizational Standards for Community Action Agencies, SSCAC and its Board of Directors will have an attorney complete an updated review the By-laws by June 2018. A diverse and passionate group, SSCAC’s Board of Directors provides critical guidance and oversight as SSCAC works to mobilize our communities on behalf of low income South Shore residents.

**Agency Revenues**

Agency revenue grew since SSCAC’s last strategic plan. In 2013, agency revenue was $17.8 and has since increased to approximately $19.2 million in 2016. The proportion of funding from federal, state, and private sources has also shifted slightly over the past 3 years. Federal funding comprised 67% of agency revenue in 2013 and 65% in 2016. State funding remained level at 5% from 2013 to 2016. Private funding (including corporations, foundations, utility and transportation contracts, local funding, and individuals) increased from 28% in 2013 to 30% in 2016. These funds were coordinated with Community Services Block Grant (CSBG) funding. In 2016, the CSBG grant award was leveraged $59 to $1 with other funding. According to our 2016 independent auditor’s report, for every dollar in revenue, 93 cents went to programs and services, while only 7 cents was used for administrative purposes.
SECTION 4 - MISSION STATEMENT

Since 1965, South Shore Community Action Council, Inc. (SSCAC), a private nonprofit organization, has provided a range of critical services to low-income individuals and families on the South Shore of Massachusetts. In addition to providing a range of supports to low-income families, SSCAC continuously strives to combat the root causes of poverty in the communities it serves.

Mission Statement

Seeking to eliminate the paradox of poverty in the midst of plenty of our south shore communities by opening to everyone the opportunities for education and training, the opportunity to work, and the opportunity to live in decency and dignity, we join together to strengthen, supplement, and coordinate efforts which may have been made to overcome these problems and thus grant to every individual the opportunity to contribute to the full extent of his capabilities, and to participate in the workings of our society.

Board of Directors Review

During 2010, SSCAC Board members thoroughly reviewed SSCAC’s mission statement, resulting in Restated Articles of Organization submitted to the Commonwealth of Massachusetts on September 29, 2010. SSCAC’s Board members reviewed the agency mission again in the fall of 2015. As part of this 2016-17 Community Assessment process, SSCAC Directors, Managers, and Staff, community stakeholders, and Board members demonstrated they are well versed in the mission and uniformly reported the agency does an exceptional job at ensuring its programs and services stay true to the agency mission.

Alignment with CSBG National Goals

With our commitment to creating opportunities for low income people and maximizing community resources through collaborations, SSCAC’s mission directly engages the National CSBG Goals:

1) Individuals and families with low incomes are stable and achieve economic security.

2) Communities where people with low incomes live are healthy and offer economic opportunity.

3) People with low incomes are engaged and active in building opportunities in communities.

Our mission and the National Goals provide the overarching framework and principles for SSCAC staff, management, and the Board of Directors. Further, SSCAC programs fall within CSBG service domains: Employment, Education and Cognitive Development, Income/Infrastructure/Asset Building, Housing, Health and Social/Behavioral Development,
Linkages, and Agency Capacity Building. Finally, SSCAC implements the Results Oriented Management Accountability (ROMA) system for assessing community needs and resources, implementing responsive programs, conducting data-driven program evaluation using nationally defined performance indicators, and continuous improvement of services. Taken as a whole, SSCAC’s mission, the CSBG National Goals, and ROMA work together to create a powerful system that ensures the programs and services we provide are truly responsive to the needs of low income individuals and families as they strive to move toward greater economic stability.
SECTION 5 - VISION STATEMENT

SSCAC has effectively served to low-income residents throughout the South Shore for more than 50 years and will continue to do so in the future. In the coming three years, SSCAC commits to:

- Fulfilling the need for consistent, all-day all-year childcare for different age groups so that low-income families may maintain full-time employment.
- Making homes safe and affordable for low income people through fuel and utility assistance, and energy conservation.
- Providing accessible Transportation for disabled, elderly, and/or low-income area residents who would otherwise have no means of getting to/from critical services such as medical care.
- Fighting hunger and expanding the capacity of the region’s emergency food system through our Food Resources Program and the USDA to better address food insecurity among individuals and families, especially among area seniors and children.
- Working with families, landlords, mortgage companies, and homelessness prevention initiatives to help South Shore residents maintain their tenancy or homeownership.
- Increasing the disposable incomes of low-income residents through Volunteer Income Tax Assistance programs.
- Supporting parents as their children’s first teachers through community-based parent and child early education and support opportunities.
- Providing Consumer Aid services for consumers who need advocacy and mediation with businesses and merchants.
- Providing Employment Supports through childcare parent training, training for staff, and increasing community-based post-secondary education opportunities.
- Helping low income people navigate sometimes complex and disjointed service systems by coordinating benefit enrollment for internal SSCAC services and implementing information and referral strategies for external services throughout the South Shore.
- Expanding collaboration throughout the South Shore to increase access to and coordination of services and to realize operating efficiencies across organizations.
- Expanding services and exploring new partnerships for service delivery to reach more low-income residents with innovative and effective programs.
• Continuing to support staff and agency capacity through competitive wages and benefits for SSCAC employees, professional development opportunities, and employee satisfaction.

• Continuing efforts to effectively manage growth and weather fluctuations by securing funding from a diversified base of sources.

• Strengthening service delivery by improving administrative processes through enhanced use of technology and maintaining an integrated database for client demographic and service data.

• Continuing to elevate community awareness about SSCAC and improve internal communication through coordinated, multi-modal strategies.
SECTION 6 - COMMUNITY PROFILES

SSCAC Service Area

In accordance with SSCAC’s By-laws and Restated Articles of Incorporation, the following 11 South Shore towns are represented by seats on SSCAC’s Board of Directors and are CSBG-designated towns for SSCAC:

- Carver
- Duxbury
- Hanover
- Hull
- Kingston
- Marshfield
- Norwell
- Pembroke
- Plymouth
- Plympton
- Scituate

The towns of Halifax, Hingham, and Middleborough do not fall within SSCAC’s CSBG-designated service area, nor are they “CAPPED” by another Community Action Agency. Because SSCAC provides services to a significant number of residents in each of these towns, however, they are included among our community profiles. These 14 towns represent a 512 square mile service area that runs the full length of the South Shore. SSCAC’s Fuel Assistance and Transportation Programs extend the agency’s reach beyond these 14 towns to include roughly 70 additional cities and towns in Southeastern Massachusetts, Cape Cod, and the Islands each year. In most instances, these additional towns fall within the CSBG-designated service area of another Community Action Agency. As such, our service to these towns is limited to a single program, such as Fuel Assistance, or is provided via closed referral to our Transportation program. Given the limited extent to which we serve these additional towns, and the presence of established Community Action Agencies designated as the CSBG provider for those towns, the community profiles that follow include very detailed information about the 14 towns in our primary service area and less extensive data about these additional towns.

Overview of Service Area Demographics

Since SSCAC’s last Community Assessment and Strategic Plan in 2013 - 2014, the demographics for residents of the 14 towns in SSCAC’s primary service area have not shifted significantly. As a whole, the population in the 14 town region grew less than 1% from 2012 to 2015 as roughly 5,000 people took up residence in the region. According to the 2011-2015 American Community Survey 5-Year Estimates, the racial composition of South Shore towns remained relatively level from 2012 to 2015, with a 1.4% increase in the number of white residents in the 14 towns, comprising 97% of residents in 2015. The percentage of residents in the 14 towns born outside of the United States held steady at 3.7% from 2012 to 2015. The percentage of residents over age 18 who speak a language other than English at home fell slightly from 4.9% in 2012 to 4.3% in 2015. The average high school graduation rate remained level at 95%, even while school enrollment decreased 2.7% from 2012 - 2015.\(^1\) Taking all of

these cities and towns together, SSCAC’s total service area spans approximately 1,850 square miles. The 14 towns comprising our primary service area have an average poverty rate of 4.9%, a child poverty rate of 5.7%, and a senior poverty rate of 5.4%. The tables below provide an overview of key demographics for SSCAC’s 14 town area and Plymouth County. Demographic data for Barnstable, Dukes, and Nantucket Counties are also included in the tables given SSCAC’s provision of Fuel Assistance on Cape Cod and the Islands.

### Comparison of Income and Poverty – 2015

<table>
<thead>
<tr>
<th></th>
<th>SSCAC 14 Towns</th>
<th>Plymouth County</th>
<th>Barnstable County</th>
<th>Dukes County</th>
<th>Nantucket County</th>
<th>MA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Median Household Income</strong></td>
<td>$109,251</td>
<td>$91,720</td>
<td>$63,251</td>
<td>$64,222</td>
<td>$84,057</td>
<td>$68,563</td>
</tr>
<tr>
<td><strong>% Persons in Poverty</strong></td>
<td>4.9%</td>
<td>8.2%</td>
<td>7.6%</td>
<td>8.5%</td>
<td>7.3%</td>
<td>11.5%</td>
</tr>
</tbody>
</table>

### Change in Population 2010-2015

<table>
<thead>
<tr>
<th></th>
<th>SSCAC 14 Towns</th>
<th>Plymouth County</th>
<th>Barnstable County</th>
<th>Dukes County</th>
<th>Nantucket County</th>
<th>MA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2010</strong></td>
<td>247,056</td>
<td>494,919</td>
<td>215,869</td>
<td>16,535</td>
<td>10,172</td>
<td>6,547,629</td>
</tr>
<tr>
<td><strong>2015</strong></td>
<td>251,925</td>
<td>503,681</td>
<td>214,333</td>
<td>17,299</td>
<td>10,925</td>
<td>6,794,422</td>
</tr>
<tr>
<td><strong>% Change</strong></td>
<td>2.0%</td>
<td>1.8%</td>
<td>-0.7%</td>
<td>4.6%</td>
<td>7.4%</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

### 2015 Race/Ethnicity

<table>
<thead>
<tr>
<th></th>
<th>SSCAC 14 Towns</th>
<th>Plymouth County</th>
<th>Barnstable County</th>
<th>Dukes County</th>
<th>Nantucket County</th>
<th>MA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>White Non-Hispanic</strong></td>
<td>95.1%</td>
<td>84.9%</td>
<td>91.3%</td>
<td>88%</td>
<td>75.8%</td>
<td>73.5%</td>
</tr>
<tr>
<td><strong>Black/African American</strong></td>
<td>1.1%</td>
<td>9.0%</td>
<td>2.7%</td>
<td>3.8%</td>
<td>8.9%</td>
<td>8.4%</td>
</tr>
<tr>
<td><strong>American Indian/Alaska Native</strong></td>
<td>-</td>
<td>0.1%</td>
<td>0.7%</td>
<td>1.3%</td>
<td>0.2%</td>
<td>0.5%</td>
</tr>
<tr>
<td><strong>Asian</strong></td>
<td>1%</td>
<td>1.3%</td>
<td>1.4%</td>
<td>1.0%</td>
<td>1.4%</td>
<td>6.6%</td>
</tr>
<tr>
<td><strong>Hispanic or Latino</strong></td>
<td>1.8%</td>
<td>3.5%</td>
<td>2.8%</td>
<td>3.4%</td>
<td>13.1%</td>
<td>11.2%</td>
</tr>
<tr>
<td><strong>Multi- Race</strong></td>
<td>1.7%</td>
<td>2.3%</td>
<td>1.8%</td>
<td>3.3%</td>
<td>1.8%</td>
<td>2.3%</td>
</tr>
</tbody>
</table>
### 2015 Housing

<table>
<thead>
<tr>
<th></th>
<th>SSCAC 14 Towns</th>
<th>Plymouth County</th>
<th>Barnstable County</th>
<th>Dukes County</th>
<th>Nantucket County</th>
<th>MA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Housing Units</strong></td>
<td>103,168</td>
<td>201,930</td>
<td>162,118</td>
<td>17,614</td>
<td>11,951</td>
<td>2,845,699</td>
</tr>
<tr>
<td><strong>Owner-occupied Rate</strong></td>
<td>84%</td>
<td>76%</td>
<td>78.8%</td>
<td>79.9%</td>
<td>65.5%</td>
<td>62.1%</td>
</tr>
<tr>
<td><strong>Median Monthly Owner Costs – with Mortgage</strong></td>
<td>$2,384</td>
<td>$2,114</td>
<td>$1,839</td>
<td>$2,385</td>
<td>$2,776</td>
<td>$2,063</td>
</tr>
<tr>
<td><strong>Median Gross Rent</strong></td>
<td>$1,345</td>
<td>$1,132</td>
<td>$1,104</td>
<td>$1,428</td>
<td>$1,609</td>
<td>$1,102</td>
</tr>
</tbody>
</table>

### 2015 Education

<table>
<thead>
<tr>
<th></th>
<th>SSCAC 14 Towns</th>
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<th>Dukes County</th>
<th>Nantucket County</th>
<th>MA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HS Graduate or Higher (ages 25+)</strong></td>
<td>95.5%</td>
<td>92.3%</td>
<td>95.1%</td>
<td>93.2%</td>
<td>94.8%</td>
<td>89.8%</td>
</tr>
</tbody>
</table>

### 2015 Immigration

<table>
<thead>
<tr>
<th></th>
<th>SSCAC 14 Towns</th>
<th>Plymouth County</th>
<th>Barnstable County</th>
<th>Dukes County</th>
<th>Nantucket County</th>
<th>MA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Foreign Born</strong></td>
<td>3.7%</td>
<td>8.3%</td>
<td>6.8%</td>
<td>9.7%</td>
<td>16.3%</td>
<td>15.5%</td>
</tr>
<tr>
<td><strong>Language other than English spoken at home (% of persons age 5+)</strong></td>
<td>5.0%</td>
<td>11.8%</td>
<td>7.5%</td>
<td>12.0%</td>
<td>12.8%</td>
<td>22.5%</td>
</tr>
</tbody>
</table>
### 2015 Poverty Rates

<table>
<thead>
<tr>
<th></th>
<th>SSCAC 14 Towns</th>
<th>Plymouth County</th>
<th>Barnstable County</th>
<th>Dukes County</th>
<th>Nantucket County</th>
<th>MA</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>4.9%</td>
<td>8.2%</td>
<td>7.6%</td>
<td>8.5%</td>
<td>7.3%</td>
<td>11.5%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 18 years</td>
<td>5.3%</td>
<td>11.4%</td>
<td>13.5%</td>
<td>19.9%</td>
<td>18%</td>
<td>15.2%</td>
</tr>
<tr>
<td>18-64 years</td>
<td>4.6%</td>
<td>7.4%</td>
<td>8.6%</td>
<td>9.7%</td>
<td>9.6%</td>
<td>10.9%</td>
</tr>
<tr>
<td>65 and older</td>
<td>5.4%</td>
<td>6.5%</td>
<td>6%</td>
<td>10%</td>
<td>11.1%</td>
<td>9.2%</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>4.1%</td>
<td>7.4%</td>
<td>8.1%</td>
<td>9.6%</td>
<td>11.9%</td>
<td>10.3%</td>
</tr>
<tr>
<td>Female</td>
<td>5.5%</td>
<td>9.0%</td>
<td>9.2%</td>
<td>13.7%</td>
<td>11.2%</td>
<td>12.8%</td>
</tr>
<tr>
<td><strong>Race</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>5%</td>
<td>6%</td>
<td>8%</td>
<td>11.7%</td>
<td>8.9%</td>
<td>9%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>17%</td>
<td>21%</td>
<td>23.8%</td>
<td>10.3%</td>
<td>38.3%</td>
<td>22%</td>
</tr>
<tr>
<td>American Indian/ Alaska Native</td>
<td>4%</td>
<td>5%</td>
<td>15%</td>
<td>20.2%</td>
<td>0.0%</td>
<td>22.9%</td>
</tr>
<tr>
<td>Asian</td>
<td>16%</td>
<td>11%</td>
<td>16.6%</td>
<td>0.0%</td>
<td>3.5%</td>
<td>14.6%</td>
</tr>
<tr>
<td>Native Hawaiian/ Other Pacific Islander</td>
<td>0.0%</td>
<td>4%</td>
<td>0.0%</td>
<td>-</td>
<td>-</td>
<td>22.4%</td>
</tr>
<tr>
<td>Multi-Race</td>
<td>12%</td>
<td>17%</td>
<td>12.4%</td>
<td>5.8%</td>
<td>12.3%</td>
<td>19.5%</td>
</tr>
<tr>
<td>Other</td>
<td>10%</td>
<td>21%</td>
<td>16.6%</td>
<td>25.9%</td>
<td>5.9%</td>
<td>31.7%</td>
</tr>
<tr>
<td><strong>Hispanic or Latino Origin</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>4%</td>
<td>20%</td>
<td>14.6%</td>
<td>28%</td>
<td>21.9%</td>
<td>29.3%</td>
</tr>
<tr>
<td>Not Hispanic</td>
<td>5%</td>
<td>6%</td>
<td>7.8%</td>
<td>11.7%</td>
<td>7.2%</td>
<td>7.8%</td>
</tr>
<tr>
<td><strong>Educational Attainment</strong> (age 25+)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than HS</td>
<td>13%</td>
<td>19%</td>
<td>20.5%</td>
<td>14%</td>
<td>14.1%</td>
<td>25.2%</td>
</tr>
<tr>
<td>HS /GED</td>
<td>10%</td>
<td>9%</td>
<td>9.2%</td>
<td>17.1%</td>
<td>9.7%</td>
<td>12.1%</td>
</tr>
<tr>
<td>Bachelor’s Degree or higher</td>
<td>5%</td>
<td>3%</td>
<td>4%</td>
<td>6.1%</td>
<td>5.3%</td>
<td>4.3%</td>
</tr>
</tbody>
</table>

U.S Census 2011-2015 American Community Survey 5-Year Estimates

**The Great Recession and the “New Normal”**

According to the National Bureau of Economic Research, the Great Recession officially started in December, 2007 and ended in June 2009, making it the longest recession since World War II.\(^2\) The collapse of the housing market, sky-rocketing unemployment, global financial instability, ...

and rising national debt all contributed to the economic crisis. With its significant construction and real estate industry, the South Shore was particularly hard hit by the Great Recession and lagged behind other regions in the Commonwealth in post-recession recovery.³

During the Great Recession in Massachusetts, unemployment rose to its highest rate in 33 years with the southeast region outpacing all other regional labor markets and the state in terms of unemployment. According to a report published by the Commonwealth Corporation and the New England Public Policy Center, “the [southeast] region lost nearly 27,600 jobs between 2007 and 2009, equivalent to a 5.2 percent decline in employment.”⁴ High unemployment rates of the Great Recession were further exacerbated in the southeast by the collapse of the housing and real estate markets. “In total, the region lost nearly 27,600 jobs between 2007 and 2009, equivalent to a 5.2 percent decline in employment.”⁵ In approximately one-third of SSCAC’s 14 towns, there were more businesses in the construction industry in 2009 than any other industry.

With the Great Recession officially ended in 2009 and recovery now in its 8th year, there are indicators of improvement. In 2016, the 14-town average unemployment rate was 3.5%, in line with the overall MA rate of 3.7%. The construction industry that had been so hard hit during the Recession and housing market collapse in the Southeast also appears to be rebounding. In the 14 towns from 2013 to Q3 of 2016, there were 84 construction businesses and 1,252 construction jobs added to the region.⁶

In spite of these indicators of industry recovery, unemployment as a measure does not tell the whole story. Unemployment rates do not include workers who are “discouraged,” “marginally attached,” or “involuntary part-time workers”. According to the Bureau of Labor Statistics, “discouraged workers are not in the labor force, want and are available for work, and had looked for a job sometime in the prior 12 months. They are not counted as unemployed because they had not searched for work in the prior 4 weeks, for the specific reason that they believed no jobs were available for them. “Marginally attached workers” are discouraged workers who gave any reason for the lack of job search in the prior 4 weeks. Finally, “involuntary part-time workers” are those working less than 35 hours per week who want to work full time, are available to do so, and gave an economic reason (their hours had been cut back or they were unable to find a full-time job) for working part time. Examining these alternative measures of labor under-utilization tell a much different and more nuanced story than unemployment rates alone. For example, during the second quarter of 2016 through the first quarter of 2017, the average unemployment rate for Massachusetts was a low 3.7%. If we add discouraged workers, marginally attached workers, and involuntary part-time workers, that unemployed/under-employed rate more than

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⁵ Ibid. p. 24
doubles to 7.8%. Therefore, the “under-employment” rate for Massachusetts was 4.1%, higher than the national rate of 3.7% during the reporting period.\(^7\)

One-third of low-income respondents to SSCAC’s 2017 Community Assessment Survey reported they worked part-time during the prior week because they could not find full-time work. Even more indicative of the “new normal” in employment and labor underutilization is the fact that 59% of respondents reported they have to work more than one job to make ends meet.

Examining the number of individuals SSCAC serves in each of the 14 towns, the greatest proportions are in Carver (10.8% of Carver residents were served by SSCAC in FY13), Halifax (8.8%), Plymouth (8%), Kingston (7.3%), Hull and Middleborough (both roughly 6%). This service density parallels the current economic challenges facing these six suburban towns in particular, which suffer among the highest, if not the highest, unemployment and poverty rates in the 14-town region. The following Community Profiles show the significant and continuing impact of the Recession on low income households at the statewide, county, regional, and town level. Residents’ limited access to employment, housing, transportation, and food is demonstrated in such trends as the number of foreclosed homes, unemployment, poverty, vacancy rates, livable wages, and proportion of children receiving free lunch.

**Poverty**

According to the Brookings Institution, from 2000 to 2011, the population of suburban poor increased at twice the rate of urban poor population growth.\(^8\) At the same time, anti-poverty programs and policies that developed over time largely focused on urban poverty, resulting in a system that does not always meet the needs of a suburban population. “Service delivery programs are not easily mapped onto dispersed suburban poor populations, especially in small, resource-strapped municipalities, and in places where residents lack information about available safety net services or have concerns about stigma.”\(^9\) For our 14 town area, the average poverty rate increased from 4.4% to 4.9% from 2012 to 2015 even as the median family income increased by 4%.

**Jobs and Earnings**

In an economic environment where income inequality in Massachusetts is fourth in the nation\(^10\), the Massachusetts legislature’s June 11, 2014 vote to raise the state’s minimum wage from $8 per hour to $11 per hour by 2017 is of critical importance to the stability and well-being of low-income workers across the Commonwealth. According to the Economic Policy Institute, “even for the bottom fifth of households, wage-related income accounts for the majority of total income. Indeed, wage-related income has been a growing share of total bottom-fifth income over

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\(^9\) Ibid.

time, as the safety net shifts toward wage-related income supports (such as the earned income tax credit) while non-wage-related supports (such as Temporary Assistance for Needy Families) decline."  

In the Greater Plymouth area, the minimum wage increase was estimated to directly affect 9,600 workers or approximately 16% of wage earners.  

An increased minimum wage is just one piece of the economic self-sufficiency puzzle to help low income households move from poverty to financial security. To more accurately represent the costs of living and the daily struggles of low-income households, Dr. Amy Glasmeier of MIT developed the Living Wage Calculator, an interactive tool which factors in household expenses in determining a living wage as compared to minimum wage and poverty wage. The Calculator focuses on basic expenses that contribute to health, safety or earnings. It does not include entertainment expenses like gifts, vacations, restaurant meals, etc.

The following table provides illustrations of these calculations using the Living Wage Calculator based on family composition for Plymouth County and Massachusetts then compares those totals to the 2016 Federal Poverty Wage.

<table>
<thead>
<tr>
<th></th>
<th>Hourly Wage</th>
<th>1 Adult 1 Child</th>
<th>1 Adult 2 Children</th>
<th>2 Adults (1 Working) 2 Children</th>
<th>2 Adults 1 Child</th>
<th>2 Adults 2 Children</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plymouth County</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 Poverty Wage</td>
<td>$5.00</td>
<td>$7.00</td>
<td>$9.00</td>
<td>$11.00</td>
<td>$3.00</td>
<td>$4.00</td>
</tr>
<tr>
<td>2017 MA Minimum Wage</td>
<td>$11.00</td>
<td>$11.00</td>
<td>$11.00</td>
<td>$11.00</td>
<td>$11.00</td>
<td>$11.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Hourly Wage</th>
<th>1 Adult 1 Child</th>
<th>1 Adult 2 Children</th>
<th>2 Adults (1 Working) 2 Children</th>
<th>2 Adults 1 Child</th>
<th>2 Adults 2 Children</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Massachusetts</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 Poverty Wage</td>
<td>$5.00</td>
<td>$7.00</td>
<td>$9.00</td>
<td>$11.00</td>
<td>$3.00</td>
<td>$4.00</td>
</tr>
<tr>
<td>2017 MA Minimum Wage</td>
<td>$11.00</td>
<td>$11.00</td>
<td>$11.00</td>
<td>$11.00</td>
<td>$11.00</td>
<td>$11.00</td>
</tr>
</tbody>
</table>

**Food Security and Nutrition**

Low-income people, including children, continue to struggle with hunger and a lack of balanced nutrition throughout the U.S., Massachusetts, and here at home on the South Shore. According to Project Bread’s 2015 Status Report on Hunger, the following demographic groups experience food insecurity at rates higher than the national average:

- All households with children (19.2%)
- Households with children under age 6 (19.9%)
- Households with children headed by a single woman (35.3%) or a single man (21.7%) and other households with children (24.4%)

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13 Dr. Amy Glasmeier, Massachusetts Institute of Technology. Living Wage Calculator. http://livingwage.mit.edu/
Households headed by Black, non-Hispanics (26.1%), and Hispanics (22.4%)  
Low-income households with incomes below 185% of the poverty threshold (37.7%)

Closer to home, Project Bread reports that 9.6% of Massachusetts residents experienced food insecurity in 2014. According to the Greater Boston Food Bank, 1 in 3 children and 1 in 5 seniors in Eastern Massachusetts are at risk of hunger.¹⁴

**Housing**

Affordability of housing continues to be a challenge for low income South Shore residents. The monthly housing costs for renters and home-owners in SSCAC’s 14 town area exceed that of Plymouth County and the Commonwealth as a whole. Since SSCAC’s most recent community assessment in 2013, SSCAC’s 14-town region saw a 7% increase in the proportion of residents who paid more than 35% of their gross income on rent. As a whole, this figure rose from 29.1% in 2000 to 41.1% in 2015, with greater than 50% of the residents of Kingston and Hull spending 35% or more of their gross income on rent in 2015. Similarly, 26.7% of homeowners with a mortgage in the 14-town area spent 35% or more of their household income on housing in 2015. Over the past 3 years, monthly median housing costs for homeowners with a mortgage increased 25% from $1,906 to $2,304. This median housing cost for homeowners in SSCAC’s 14 town area exceeds the Plymouth County median of $2,114 and the Massachusetts median housing costs of $2,063. For renters in the 14 town area, median gross rent increased 7% from $1,188 to $1,272, above the County median rent of $1,132 and the Massachusetts median rent of $1,102.¹⁵

The challenges faced by residents in SSCAC’s 14-town service area are mirrored in its Fuel Assistance service area on Cape Cod and the Islands. Median monthly homeowner costs on Cape Cod range from $1,839 in Barnstable County to as high as $2,776 on Nantucket and, similarly, median gross rent ranges from $1,104 to $1,609.

Low income South Shore residents are further hampered by the limited availability of affordable housing in our suburban and rural towns. The housing stock in many towns served by SSCAC predominantly consists of single family homes with few or no apartment buildings to create affordable housing opportunities for low income people. According to the 2011-2015 American Community Survey, 38% of housing units in Massachusetts are renter occupied. In Plymouth County, the percentage of renter occupied housing units falls to 24%. Similarly, in the Cape Cod region served by SSCAC’s Fuel Assistance program, 25% of housing units are renter-occupied. When looking at SSCAC’s 14-town service area in 2015, the average percentage of renter occupied housing units falls even further to only 16%, with Carver, Halifax, and Norwell having fewer than 10% renter-occupied units.

With so few rental units available on the South Shore, home-ownership and the challenges of households have maintaining their mortgages remain critical. Plymouth County was hard hit by the housing crisis associated with the Great Recession and continues to struggle with pockets of

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¹⁵ 2008-2012 American Community Survey estimates and 2011-2015 American Community Survey estimates
high foreclosure rates in SSCAC’s 14-town area. As of April 2017, one in every 868 housing units in Plymouth county was in foreclosure, the third highest of Massachusetts counties. The 14-town foreclosure rate equaled that of Plymouth County at 0.12% and exceeded the 0.8% foreclosure rate in Massachusetts as a whole. According to the Register of Deeds, from April 2016 to April 2017 Plymouth County saw a 4% decrease in foreclosure deeds from 245 to 235 and a 26% decrease in foreclosure notices from 446 to 330. In SSCAC’s 14 towns in April 2017, there were 28 foreclosure deeds, with Carver (8) and Plymouth (9) constituting nearly 2/3rds of those deeds. These 2 towns experienced some of the highest foreclosure rates in the County during the Recession and appear to still experience lingering effects.

Fuel Costs

According to the US Bureau of Labor Statistics, in March 2017 in the Boston-Brockton-Nashua area, “Energy prices were up 13.6 percent from a year ago, largely attributable to higher gasoline prices, up 18.3 percent. Higher prices for electricity, up 9.4 percent, and to a lesser extent, utility (piped) gas up 7.5 percent, also contributed to the overall increase.” Boston area households paid an average of $2.346 a gallon for gasoline in April 2017. Gasoline prices were up 20.8 cents compared to April 2016 when they averaged $2.138 per gallon. Even with this increase, the cost of gasoline for the Boston area fell somewhat below the national average. Utility (piped) gas prices averaged $1.294 per therm in the Boston area in April 2017. Area natural gas prices increased 17.7 cents from one year ago when they averaged $1.117 per therm. The average cost of electricity at 20.5 cents per kilowatt hour (kWh) in April was identical to the 20.5 cents spent last year.

Low income households often have to choose between “non-negotiable” household expenses such as rent and utilities, and more “discretionary” expenses such as food and prescription medication. The National Energy Assistance Directors’ Association (NEADA) surveyed LIHEAP recipients in 13 states and found 45% of those surveyed reported that their energy bills were more than $2,000 in the past year and 52% reported that their energy bills were more difficult to pay than in the previous year. As energy prices increase, low income people are often forced to make unconscionable choices between eating or paying for heat.

Rising fuel costs also impact many of SSCAC’s programs’ capacity to respond to client needs. Fuel is one of the most variable and costly expenses the Transportation program incurs. The program utilizes approximately 120,000 gallons per year transporting low-income, disabled, and elderly clients, primarily to critical medical and day rehabilitation appointments. Variability in retail fuel pricing has proven quite challenging for the Transportation budget. Beyond the high cost of fuel, the variability of fuel costs also factors into Transportation program operations. Even modest increases in per gallon costs translate into significant changes in the Transportation program’s expenses and its capacity to provide vital door-to-door medical transportation for elderly and disabled South Shore residents.

16 www.realtytrac.com
Transportation

With rising fuel costs, a vast and often rural geography, and a lack of a substantial public transportation infrastructure, fuel costs are a significant consideration as low income residents are required to own a vehicle for daily living in SSCAC’s 14 towns. In fact, the Community Assessment detailed in the next section points to access to transportation as inter-connected with employment and an area for improvement throughout this region. Fewer than half of the 14 towns in SSCAC’s traditional service area are served by public transportation routes. On average, 87% of adult workers who live in these 14 towns drive to work either alone or in a carpool, as compared to 80% of workers statewide. An average of 5.8% of workers in the 14-town service area take public transportation to work, as compared to 9.8% of workers statewide. Even for those residents who are able to use public commuter transportation to get to work, commuter train stations often require commuters to drive to the station. For example, the town of Carver does not have GATRA (Greater Attleboro-Taunton Regional Transit Authority) fixed route service and is 7 miles on average from the closest MBTA stop. Plympton, Hanover, and Hull residents (not taking the ferry) face the same challenge.19 Finally, on average only 1.1% of residents in our 14 town region have no vehicle, as compared to 12.5% statewide. With vehicle ownership comes the additional expense of insurance, gas, and maintenance that strain already burdened household budgets for low income South Shore residents.

Opioid Addiction

According to the MA Department of Public Health, opioids include heroin, opioid-based prescription painkillers, fentanyl, and other unspecified opioids. The abuse of opioids and opioid-related deaths have sky-rocketed in recent years throughout Massachusetts. On March 27, 2014, Governor Deval Patrick declared a public health emergency in Massachusetts in response to the growing opioid addiction epidemic. In 2015, state health officials estimated that emergency medical services responded to at least 11,884 opioid-related incidents and administered naloxone emergency overdose treatment 12,982 times. The South Shore towns in SSCAC’s service area are not immune from this devastating crisis. In the 14 towns profiled in this Community Assessment and Strategic Plan, there were 2,481 opioid-related EMS incidents in 2015, followed by a 3% increase to 2,545 incidents in 2016. The number of opioid-related deaths in the 14 town region increased 21% from 61 deaths in 2015 to 77 deaths in 2016. These incidents and deaths are not evenly distributed among the 14 towns.20 Each year, the town of Plymouth has among the highest number of opioid-related overdoses and deaths in the Commonwealth. According to Dr. Danny Mendoza, chief of Psychiatry, Beth Israel Deaconess Hospital-Plymouth, there are potentially three contributing factors to the recent surge in overdose deaths: a potent strain of heroin being used in the area, suppliers cutting heroin with highly potent synthetic substances such as fentanyl, or addicts using heroin together with other drugs.21 In 2016, fentanyl was associated with 74% of all opioid-related deaths and heroin was present in 54% of deaths.

19 www.gatra.org
20 For the purposes of its data collection and reporting, the MDPH specifies that the town of incident is not necessarily the town of residence. Nonetheless, 64% of deaths occur in the town of residence.
In January 2015, officers at the Plymouth Police Department began carrying and administering Naloxone — sometimes referred to as Narcan, an extraordinarily effective opioid overdose reversal tool. By year’s end, Project Outreach was launched following meetings between Plymouth Police Chief Michael Botieri and officials from substance-abuse treatment centers in the area. Project Outreach links police departments, treatment providers, and other organizations in 14 Plymouth County towns in the fight against the opioid abuse problem in the region by proactively offering treatment for addicts. Initially limited to Plymouth, Project Outreach has since expanded to include Carver, Duxbury, Hanover, Kingston, Lakeville, Marion, Marshfield, Mattapoisett, Middleborough, Pembroke, Plympton, Rochester, and Wareham.

In March 2016, Governor Charlie Baker signed comprehensive legislation to combat opioid addiction. This legislation:

- limits the number of opiate pills a first-time adult patient or child can receive—up to a week’s supply.
- allows patients to voluntarily reduce the amount of opiate medication prescribed to them.
- creates a statewide prescription monitoring program designed to track the amount of opiate medication people are prescribed.
- aims to increase awareness about opiate abuse in schools and other public institutions.
- requires all people hospitalized for opiate abuse, prior to release, to receive information about FDA-approved recovery efforts, and to complete a substance abuse evaluation if checked into a hospital for 24 hours or more.
- sets new training requirements for physicians to be able to prescribe opiates.

All first responders in Massachusetts are now permitted by law to carry and administer Naloxone. In addition, DPH provides direct funding for the purchase of Naloxone to 23 Massachusetts communities with the highest rates of fatal opioid overdose over a five-year period. Naloxone is also available in select pharmacies without a prescription from a doctor through a “standing order” from the pharmacy medical director — providing greater access to family and friends who fear a loved one might overdose.

In May, 2017, DPH released its first quarterly opioid report of 2017 which showed an increase in opioid-related overdose deaths attributed to fentanyl and declines in the presence of heroin and prescription opioids in opioid-related deaths. There were also signs of progress in fighting the opioid epidemic as the increase in death rates appears to have slowed. On the prevention front, there were approximately 650,000 opioid prescriptions reported to the Massachusetts Prescription Monitoring Program, a 23 percent decline from the first quarter of 2015 and a 13 percent decline from the first quarter of 2016.\(^2\)

**Individual Community Profiles**

The individual community profiles that follow offer a more tailored snapshot of each of the 14 towns within SSCAC’s primary service area.

Over the past 3 years, the town of Carver saw the smallest rate of population growth of the 14 towns in SSCAC’s primary service area, increasing by only 0.57% as compared to 1.94% for the entire region. The median age in Carver also increased significantly from 42 years old in 2012 to 45 years old in 2015. Carver is more racially diverse than the region with 2.2% of residents identifying as black. In terms of ethnicity, however, Carver falls below regional averages for American Indian/Alaskan Native, Asian, and Hispanic residents.

Carver’s poverty rate of 3.6% is lower than the 4.9% average for SSCAC’s service area, the 8.2% poverty rate for Plymouth County, and the Massachusetts poverty rate of 11.6%. However, the percentage of Carver households receiving SNAP benefits in the past 12 months (7.9%) is higher than the 14-town average of 5.9%. Further, 1 in 5 Carver school children are economically disadvantaged. Median family income fell 2% since SSCAC’s last community assessment in 2013 and remains significantly lower than the average for surrounding towns. The average unemployment rate for 2016 was 3.8%, nearly equal to the rate of 3.7% for the 14 towns and Massachusetts as a whole.

Carver was particularly hard hit by the foreclosure crisis during the Recession and continues to struggle with the 2nd highest rate of

### CARVER

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>11,562</td>
</tr>
<tr>
<td>Male</td>
<td>5,652</td>
</tr>
<tr>
<td>Female</td>
<td>5,910</td>
</tr>
<tr>
<td>FY16 Residents Served by SSCAC</td>
<td>896</td>
</tr>
<tr>
<td>% of Town Population</td>
<td>8%</td>
</tr>
<tr>
<td>% of CSBG Town Population Served by SSCAC</td>
<td>11%</td>
</tr>
<tr>
<td>Race/Ethnicity</td>
<td></td>
</tr>
<tr>
<td>American Indian / Alaskan Native</td>
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</tr>
<tr>
<td>Asian</td>
<td>0.9%</td>
</tr>
<tr>
<td>Black</td>
<td>2.2%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>0.8%</td>
</tr>
<tr>
<td>White</td>
<td>94.8%</td>
</tr>
<tr>
<td>2+ Races</td>
<td>1.8%</td>
</tr>
<tr>
<td>Foreign Born</td>
<td>2.0%</td>
</tr>
<tr>
<td>Residents 5+ Who Speak Language Other Than English at Home</td>
<td>1.9%</td>
</tr>
<tr>
<td>Residents 5+ Who Speak English Less Than Very Well</td>
<td>0.5%</td>
</tr>
<tr>
<td>Living Below Federal Poverty Level</td>
<td></td>
</tr>
<tr>
<td>Under Age 18</td>
<td>3.6%</td>
</tr>
<tr>
<td>Age 18-64</td>
<td>2.7%</td>
</tr>
<tr>
<td>Over Age 64</td>
<td>5.5%</td>
</tr>
<tr>
<td>Speak Language Other Than English At Home</td>
<td>8.8%</td>
</tr>
<tr>
<td>Employed</td>
<td>2.1%</td>
</tr>
<tr>
<td>Families with Children &lt; 18</td>
<td>3.5%</td>
</tr>
<tr>
<td>Single Mothers with Children &lt; 18</td>
<td>17.6%</td>
</tr>
<tr>
<td>2016 Avg. Unemployment Rate</td>
<td>3.8%</td>
</tr>
<tr>
<td>Median Family Income</td>
<td>$86,755</td>
</tr>
<tr>
<td>Median Per Capita Income</td>
<td>$32,377</td>
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<tr>
<td>Health Insurance Coverage</td>
<td>80.3%</td>
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<tr>
<td>SNAP Enrollment</td>
<td>7.9%</td>
</tr>
<tr>
<td>Adult High School Graduates</td>
<td>89.3%</td>
</tr>
<tr>
<td>School District Enrollment</td>
<td>1,635</td>
</tr>
<tr>
<td>3 – 4 Year Olds Enrolled in Preschool/Nursery School</td>
<td>52%</td>
</tr>
<tr>
<td>Economically Disadvantaged School Children</td>
<td>20.1%</td>
</tr>
<tr>
<td>2016-17 School Year</td>
<td></td>
</tr>
<tr>
<td>Median Gross Rent</td>
<td>$1,547</td>
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<tr>
<td>Renters with Gross Rent 35% or More of Household Income</td>
<td>29%</td>
</tr>
<tr>
<td>Median Homeowner Housing Costs (with Mortgage)</td>
<td>$1,915</td>
</tr>
<tr>
<td>Homeowners with Housing Costs 35% or More of Household Income</td>
<td>28%</td>
</tr>
<tr>
<td>No Household Vehicle Available</td>
<td>0.5%</td>
</tr>
<tr>
<td>Take Public Transportation to Work</td>
<td>0.6%</td>
</tr>
<tr>
<td>Average Commute Time (Minutes)</td>
<td>32</td>
</tr>
<tr>
<td>2016 Opioid-related EMS Incidents</td>
<td>56</td>
</tr>
<tr>
<td>2016 Opioid-related Deaths</td>
<td>6</td>
</tr>
</tbody>
</table>
foreclosure activity and the greatest number of foreclosures of the 14 towns. The foreclosure rate for Carver as of April 2017 was 0.29%, or 1 out of every 349 housing units being subject to foreclosure action. Fewer than 10% of housing units in Carver are renter-occupied, as compared to 16% for the 14-town region, 24% for Plymouth County, and 38% for Massachusetts. In other words, housing in Carver is dominated by owner-occupied units. Median gross rent in Carver exceeds the 14 town average, while median home-owner housing costs fall below the 14 town average.

Fewer than 1% of Carver adults take public transportation to work, well below the 5.6% average for the 14-town region. Further, only 0.5% of Carver households have no vehicle which is roughly half the 1.1% rate for the 14 towns together.

The town of Carver had 5 opioid-related deaths in 2016, nearly level from 6 in 2015. However, the town did see a 50% increase from 28 opioid-related EMS incidents in 2015 to 56 EMS incidents in 2016. With 56 incidents, Carver has the third highest number of the 14-town area behind Middleborough and Plymouth.

During FY2016, SSCAC served a total of 896 individuals in 801 households in Carver, representing 11% of clients served in SSCAC’s 11 designated CSBG towns. SSCAC provided $451,385 in fuel assistance and energy efficiency services on behalf of low income Carver residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Carver residents.

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
<td>347</td>
</tr>
<tr>
<td>Fuel Assistance (Privately Funded)</td>
<td>1</td>
</tr>
<tr>
<td>Weatherization (Federal DOEWAP)</td>
<td>16</td>
</tr>
<tr>
<td>HEARTWAP (Federal Burner Repair/Replacement)</td>
<td>123</td>
</tr>
<tr>
<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>96</td>
</tr>
<tr>
<td>Consumer Aid (MA Attorney General)</td>
<td>8</td>
</tr>
<tr>
<td>Food Basket (Privately Funded Emergency Food Gift Cards)</td>
<td>6</td>
</tr>
<tr>
<td>South Shore Early Education (Head Start, Early Head Start, State-subsidized Early Education)</td>
<td>31</td>
</tr>
<tr>
<td>Transportation (For Elderly and Disabled)</td>
<td>37</td>
</tr>
<tr>
<td>Supplemental Nutrition Assistance Program Outreach/SNAP (USDA)</td>
<td>19</td>
</tr>
<tr>
<td>Volunteer Income Tax Assistance (IRS)</td>
<td>80</td>
</tr>
<tr>
<td>South Shore Family Network (MA Dept. Early Education and Care)</td>
<td>37</td>
</tr>
</tbody>
</table>

In addition, SSCAC’s Food Resources program distributed 7,398 lbs. of locally grown fruits, vegetables and non-perishable food to the Carver’s Council on Aging and Head Start children’s programs. (Approximately 5,562 meals.)
SSCAC BOARD MEMBERS FROM CARVER

Sarah Hewins, Carver Selectwoman – *Carver/Plympton Selectmen’s Representative*
Bernadette Hemingway – *Carver Community Representative*
Janis Morrison – *Board Secretary, Low Income Representative for Carver/Plympton*

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23 In accordance with SSCAC’s By-Laws, the towns of Carver and Plympton share a seat on SSCAC’s Board of Directors based on the population of low-income residents.
Duxbury’s population has not shown significant growth since SSCAC’s 2014 Community Assessment, increasing from 15,040 to 15,297 residents. It’s population growth is on par with the average growth for the 14 towns profiled in this Community Assessment. Like all towns in this region of Plymouth County, Duxbury is a predominantly white and English-speaking community. The median age of Duxbury residents is 46, as compared to 44 for the 14 town average, 42 for Plymouth County, and 39 for the Commonwealth. This median age is 1 year older than in 2013.

Duxbury has the second highest median family income and per capita income of the 14 towns. Duxbury has the 2nd lowest SNAP enrollment rate and one of the lowest percentages of residents living below the federal poverty level of the 14 towns. Poverty is not evenly distributed among Duxbury residents, however. For black residents, the poverty rate increases to 5.4%. For those who do not complete high school, it increases to 8.4%. For those who speak a language other than English at home, the poverty rate is 13.1%. And for single mothers, it jumps dramatically to 35.4%.

The cost of housing in Duxbury is higher than other communities in SSCAC’s service area. Similar to many South Shore towns, only 12% of housing units in Duxbury are renter-occupied. At
$1,542, the median rent in Duxbury far exceeds the 14-town average of $1,272, resulting in nearly 37% of renters paying 35% or more of their household income on rent. The median housing cost for homeowners with a mortgage is $2,902, well above the $2,384 for the region. Given the high median family and per capita income in the town, however, the rate of Duxbury homeowners paying 35% or more on housing (25%) falls below the 14-town average of 27%.

With a 99% graduation rate, Duxbury boasts the highest high school graduation rate of the 14 towns and significantly higher than the county and state graduation rates. Further, of the 14 towns, with 85% of 3-4 year olds in Duxbury being enrolled in preschool or nursery school, the town far exceeds the 67% rate for the 14 towns and the 60% rate for Plymouth County and the Commonwealth. As with all of the 14 towns in SSCAC’s area, however, school district enrollment has declined in Duxbury from 3,245 children in the 2013-14 school year to 3,218 children in the 2015-16 school year.

The average unemployment rate for 2016 was half of what it was in 2013, falling from 6.3% to 3.2%. The unemployment rate in Duxbury remains consistently lower than the average rate for the 14 SSCAC towns, the County, and the Commonwealth.

The town of Duxbury has public transportation through GATRA; however, the single route runs along the coastline and leaves the interior of the town unserved. Fewer people take public transportation to work today than 3 years ago. More commonly, 79% of adult workers drive alone and 3.5% drive with others to get to work with an average commuting time of 34 minutes. Nearly all Duxbury households have a vehicle available.

Each year, there are 1 to 2 opioid-related deaths in Duxbury. The town has seen a 28% increase over the past year in the number of opioid-related EMS incidents from 13 to 18 incidents in 2016.

During FY2016, SSCAC served a total of 270 individuals in 219 households in Duxbury, representing 2% of the town population and 3% of clients served in SSCAC’s 11 designated CSBG towns. SSCAC provided $86,553 in fuel assistance and energy efficiency services on behalf of low income Duxbury residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Duxbury residents.
<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
<td>71</td>
</tr>
<tr>
<td>HEARTWAP (Federal Burner Repair/Replacement)</td>
<td>10</td>
</tr>
<tr>
<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>19</td>
</tr>
<tr>
<td>Consumer Aid (MA Attorney General)</td>
<td>13</td>
</tr>
<tr>
<td>South Shore Early Education (Head Start, Early Head Start, State-subsidized Early Education)</td>
<td>8</td>
</tr>
<tr>
<td>Transportation (For Elderly and Disabled)</td>
<td>7</td>
</tr>
<tr>
<td>Supplemental Nutrition Assistance Program Outreach/SNAP (USDA)</td>
<td>6</td>
</tr>
<tr>
<td>Volunteer Income Tax Assistance (IRS)</td>
<td>14</td>
</tr>
<tr>
<td>South Shore Family Network (MA Dept. Early Education and Care)</td>
<td>69</td>
</tr>
</tbody>
</table>

In addition, SSCAC’s Food Resources program distributed 6,631 lbs. of locally grown fruits, vegetables and non-perishable food for hungry and food insecure elderly through Duxbury’s Council on Aging and Head Start (Approximately 4,986 meals.)

**SSCAC BOARD MEMBERS FROM DUXBURY**

Martha Dennison – *Low Income Representative for Duxbury/Hanover*
George Prebola – *Duxbury Community Representative*
Reverend Catherine Cullen – *Selectmen’s Representative for Duxbury/Hanover*

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24 In accordance with SSCAC’s By-Laws, the towns of Duxbury and Hanover share a seat on SSCAC’s Board of Directors based on the population of low-income residents.
The population of the town of Halifax grew by approximately 1.4% over the past 3 years. Like most of the towns in SSCAC’s primary service area, the residents in Halifax are predominantly white, though the percentage of Hispanic residents increased 78% from 160 residents in 2012 to 285 residents in 2015. Halifax is the only town in SSCAC’s primary service area that saw a decrease in the median age from 44 years old in 2012 to 43 years old in 2016.

The town of Halifax has among the highest percentage of adult residents who have attained a high school diploma or higher (98%), which brings Halifax above the 96% average for SSCAC’s 14 towns. Similar to other towns in the area, however, it has seen a decline in school enrollment. The town also has the lowest percentage of 3-4 year olds enrolled in preschool or nursery school as compared to the 14 towns, Plymouth County, and the Commonwealth.

With a poverty rate of 3.4%, the town of Halifax is below that of the 14 town region’s poverty rate of 4.9%. Given the small population in Halifax, the sample size for data points pertaining to specific demographic groups is small and, therefore, results in a high margin of error. For example, the ACS determined poverty status for only 260 Halifax residents. With that small sample, the ACS finds no children under age 18 to be living below the poverty level. However, the MA Department of Elementary and
Secondary Education reports 18.9% of school children met the criteria for “economically disadvantaged.”

The median family income and per capita income for Halifax both rank third lowest when compared to the other 14 towns in SSCAC’s service area. The average unemployment rate in 2016 was 3.6%, in line with the 3.5% for the 14-town region and the 3.7% rate for Massachusetts. With 7.2% of households enrolled in SNAP, Halifax exceeds the 14-town average of 5.9% SNAP enrollment.

Ninety-four percent of adult Halifax residents commuted to work by car, truck, or van. The town hosts an MBTA commuter train station, but has few other public transportation options available. Halifax workers commuted an average of 35 minutes to work, on par with the average commute time for SSCAC’s region.

Only 9% of housing units in Halifax are renter-occupied. The median gross rent increased substantially from $1,229 in 2012 to $1,718 in 2015, which also exceeds the median rent for the region, County, and state. Not surprisingly, then, 18% of Halifax residents spend 35% or more of their household income on rent. Median monthly housing costs for Halifax homeowners with a mortgage ($2,069) fall below the 14-town average ($2,384). Even so, given the town’s low median family income, greater than 1 in 3 Halifax homeowners spend more than 35% of their household income on housing.

The number of opioid-related deaths in Halifax remains relatively constant at 1 to 2 per year since 2012. However, the town recently witnessed a 29% increase in opioid-related EMS incidents from 17 incidents in 2015 to 24 incidents in 2016.

During FY2016, SSCAC served a total of 463 individuals in 384 households in Halifax, representing 6% of the town population. SSCAC provided $245,359 in fuel assistance and energy efficiency services on behalf of low income Halifax residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Halifax residents.
<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
<td>198</td>
</tr>
<tr>
<td>HEARTWAP (Federal Burner Repair/Replacement)</td>
<td>53</td>
</tr>
<tr>
<td>Weatherization (Federal DOEWAP)</td>
<td>3</td>
</tr>
<tr>
<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>59</td>
</tr>
<tr>
<td>Consumer Aid (MA Attorney General)</td>
<td>5</td>
</tr>
<tr>
<td>South Shore Early Education (Head Start, Early Head Start, State-</td>
<td>24</td>
</tr>
<tr>
<td>subsidized Early Education)</td>
<td></td>
</tr>
<tr>
<td>Emergency Housing Assistance (FEMA and Lend A Hand)</td>
<td>3</td>
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<tr>
<td>Transportation (For Elderly and Disabled)</td>
<td>9</td>
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<tr>
<td>Supplemental Nutrition Assistance Program Outreach/SNAP (USDA)</td>
<td>2</td>
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<tr>
<td>Volunteer Income Tax Assistance (IRS)</td>
<td>16</td>
</tr>
<tr>
<td>South Shore Family Network (MA Dept. Early Education and Care)</td>
<td>12</td>
</tr>
</tbody>
</table>

In addition, SSCAC's Food Resources program distributed 91 lbs. of locally grown fruits, vegetables and non-perishable food for hungry and food insecure elderly through the Halifax Council on Aging. (Approximately 68 meals.)
The population in Hanover continues to grow as it has for more than 10 years, with a 2% increase in the town population since 2012. Nonetheless, the median age remains consistent increasing only from 41 to 42 years old. People who live in Hanover are predominantly white. The percentage of residents who speak a language other than English at home is 4.1%, lower than the 14 town average of 5%. However, the percentage who speak English less than very well (1.4%) is slightly higher than the 14 town average of 1.2%.

Hanover has the 4th highest median family income of the 14 towns, well above that of Plymouth County and Massachusetts. The 4.4% poverty rate in Hanover is lower than the 14-town average rate of 4.9%. Similarly, the 2016 unemployment rate of 2.9% is the lowest of the 14 towns.

The April 2017 rate for housing units in Hanover subject to foreclosure action was 0.08%, slightly lower than the 0.12% rate for the 14-town region but equal to that of Massachusetts. At the same time, Hanover has the lowest vacancy rate in the region, with 16% of housing units being renter-occupied. The median gross rent of $1,251 is lower than the 14-town region. Yet 45% of renters pay more than 35% of their household income on rent. For Hanover homeowners with a
mortgage, median monthly housing costs are $2,471, with roughly 1 in 4 homeowners spending 35% or more of their household income on housing.

The high school graduation rate in Hanover (96%) is equal to the 14-town region average and higher than Plymouth County (92%) and the state (90%). School district enrollment remains relatively level at 2,632, with 68% of 3 – 4 year olds being enrolled in preschool or nursery school and 6.2% of children being economically disadvantaged.

The town of Hanover lacks public transportation, other than dial-a-ride service provided by GATRA. Nonetheless, nearly 8% of adults take public transportation to work and 81% of adult workers commuted alone by car. The average commute to work was 35 minutes.

While there were no opioid-related EMS incidents reported in Hanover in 2015 or 2016, there were 5 opioid-related deaths in Hanover in 2016.

During FY2016, SSCAC served a total of 215 individuals in 196 households in Hanover, representing 2% of the town population and 3% of the CSBG town residents served by SSCAC. SSCAC provided $94,026 in fuel assistance and energy efficiency services on behalf of low income Hanover residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Hanover residents.

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
<td>81</td>
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<td>HEARTWAP (Federal Burner Repair/Replacement)</td>
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<td>Weatherization and Burner Repair (Private Utility Funded)</td>
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<tr>
<td>Consumer Aid (MA Attorney General)</td>
<td>15</td>
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<tr>
<td>South Shore Early Education (Head Start, Early Head Start, State-subsidized Early Education)</td>
<td>110</td>
</tr>
<tr>
<td>Transportation (For Elderly and Disabled)</td>
<td>16</td>
</tr>
<tr>
<td>Supplemental Nutrition Assistance Program Outreach/SNAP (USDA)</td>
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<tr>
<td>Volunteer Income Tax Assistance (IRS)</td>
<td>4</td>
</tr>
<tr>
<td>South Shore Family Network (MA Dept. Early Education and Care)</td>
<td>19</td>
</tr>
</tbody>
</table>

In addition, SSCAC's Food Resources program distributed 668 lbs. of locally grown fruits, vegetables and non-perishable food for hungry and food insecure elderly through the Hanover Council on Aging and Head Start. (Approximately 502 meals.)

**SSCAC BOARD MEMBERS FROM HANOVER/DUXBURY**

Martha Dennison – Low Income Representative for Hanover/Duxbury
Reverend Catherine Cullen – Selectmen’s Representative for Hanover/Duxbury

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25 In accordance with SSCAC’s By-Laws, the towns of Hanover and Duxbury share a seat on SSCAC’s Board of Directors based on the population of low-income residents.
Of the 14 towns in SSCAC’s service area, the town of Hingham continues to experience some of the most significant growth in population over the past decade and a half with the town population increasingly nearly 3% in the past 3 years alone. The median age for residents remains consistent at 44 years old and is comparable to the region. Similarly, the percentage of white residents in Hingham equals that of the 14 towns; however, the town has the highest percentage of Asian residents at 2.1%.

Hingham is a more affluent town relative to the other member towns within SSCAC’s service area, with the highest median family and per capita income. The 2016 average unemployment rate was 2.9% and remains consistently lower than the average rate for the 14 SSCAC towns, Plymouth County, and the Commonwealth as a whole.

Nonetheless, the poverty rate for children under 18 (6.6%) is higher than the 14-town average of 5.2%.

As expected, it costs more to live here. Hingham has the highest median gross rent of the 14 towns and more than half of renters who spend 35% or more of their household income on rent. For homeowners with a mortgage, median monthly housing costs in Hingham are also the highest of the 14 towns. Yet 24% of homeowners spend 35% or more of their household income on
housing. The Hingham foreclosure rate of 0.05% in April 2017 was among the lowest of the 14 towns.

Hingham has among the highest rates of adults graduating high school and is the only town in the region that saw increase in school district enrollment over the past 2 years. The town has the second lowest percentage of economically disadvantaged school children (5.4%).

The town of Hingham has a number of options for inter-town commuting transportation including commuter rail service, fixed route bus service to the Quincy T Station, The Ride paratransit service all provided by the MBTA, as well as P & B bus commuter service to Boston. As a result, the town has the highest rate of adults who take public transportation to work in the region, even surpassing that of Plymouth County and Massachusetts as a whole.

During FY2016, SSCAC served a total of 278 individuals in 223 households in Hingham, representing 1% of the town population. SSCAC provided $93,294 in fuel assistance and energy efficiency services on behalf of low income Hingham residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Hingham residents.

<table>
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<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
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<tr>
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<tr>
<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>3</td>
</tr>
<tr>
<td>Emergency Rent/Mortgage/Utility Assistance (Lend A Hand)</td>
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<tr>
<td>Consumer Aid (MA Attorney General)</td>
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<tr>
<td>Food Basket (Privately Funded Emergency Food Gift Cards)</td>
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<td>Transportation (For Elderly and Disabled)</td>
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<td>1</td>
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<tr>
<td>South Shore Family Network (MA Dept. Early Education and Care)</td>
<td>30</td>
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</tbody>
</table>
Hull saw the smallest increase in population over the past 3 years (<1%) as compared to the other towns in SSCAC’s primary service area. With the median age of 52 years old, Hull also has the oldest population of the 14 towns, significantly exceeding the regional average of 44 years old. The median age of Hull residents also increased over the past 3 years from 47 to 52 years old.

At 9.4%, Hull has the highest proportion of households in the 14 towns who speak a language other than English in the home and residents who speak English less than very well (2.7%). With a 9% poverty rate, residents who speak a language other than English at home have nearly double the poverty rate of the general town population (4.8%).

Median family income in Hull is well below the average for the 14 towns; however, per capita income is higher than the 14-town average. At 4.2%, the average unemployment rate for Hull in 2016 was the highest of the 14 towns and exceeded the unemployment rate for Massachusetts.

Hull has the highest vacancy rate of the 14 towns with 1 in 6 housing units being vacant. Hull also has the highest percentage of renter-occupied housing units at 28%, as compared to the regional average of 16%. While the median rental cost of $1,216 is lower than the regional
average of $1,345, just over half of Hull renters still must pay more than 35% of their household income on rent. For homeowners with a mortgage, median monthly housing costs of $2,131 are more affordable than the regional average of $2,384; however, 40% of Hull homeowners still pay more than 35% of their household income on housing.

The percentage of the adult population who are high school graduates or higher increased from 94% in 2012 to 96% in 2015, putting the town in line with the regional average. Consistent with the aging of the population, school district enrollment decreased 7.2% from 1,061 students in 2013-14 school year to 985 students in the 2015-16 school year. During the 2016-17 school year, 28.1% of school children are economically disadvantaged. Sixty percent of the town’s 3-4 year olds are enrolled in preschool or nursery school. (SSCAC’s counterpart, Quincy Community Action, provides preschool services for the town’s low income families with young children.)

The town has higher than average enrollment in SNAP. The town of Hull has the second lowest health insurance coverage rate of the 14 towns, but at 96% coverage, is roughly equivalent to Plymouth County and Massachusetts.

The town of Hull is served by the same fixed route bus service as the town of Hingham for transportation to the Quincy T Station. The town is also served by commuter boat into Boston, which is reflected in the high percentage (12%) of Hull workers who take public transportation to work, as compared to other towns in SSCAC’s primary service area with no such commuter station.

The town has seen continued increases in opioid-related incidents and deaths over the years. In 2016, there were 5 opioid-related deaths, up from 3 in 2015. Similarly, the number of opioid-related EMS incidents doubled from 10 in 2015 to 21 in 2016.

Hull is the only town in SSCAC’s 14-town service area that continues to support a local Social Services department that provides assistance to town residents.

During FY2016, SSCAC served a total of 393 individuals in 284 households in Hull, representing 4% of the town population and 5% of the total population in CSBG towns served by SSCAC. SSCAC provided $171,979 in fuel assistance and energy efficiency services on behalf of low income Hull residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Hull residents.
### PROGRAM

<table>
<thead>
<tr>
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<td>Consumer Aid (MA Attorney General)</td>
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<td>Transportation (For Elderly and Disabled)</td>
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<tr>
<td>Food Basket Emergency Food Assistance (Privately Funded)</td>
<td>1</td>
</tr>
</tbody>
</table>

In addition, SSCAC's Food Resources program distributed 229 lbs. of locally grown fruits and vegetables for hungry and food insecure elderly through the Hull Council on Aging. (Approximately 176 meals.)

### SSCAC BOARD MEMBERS FROM HULL

Sandie Grauds – Selectmen’s Representative for Hull/Norwell/Scituate  
Vacant - Low Income Representative for Hull/Norwell/Scituate

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26 In accordance with SSCAC’s By-Laws, the towns of Hull, Norwell, and Scituate share a seat on SSCAC’s Board of Directors based on the population of low-income residents.
The town of Kingston saw a 7% increase in population from 2000 to 2010 and continues to show among the highest population growth in the region with an increase of nearly 3% in the past 3 years. As with the other towns on the South Shore, the median age increased from 42 to 44 years old and equals the 14 town average. Kingston has a smaller percentage of foreign born residents that the other towns, but a larger than average percentage of residents who speak a language other than English home (6%, as compared to 5% for the region.)

At 6.1%, the percentage of Kingston residents living below the poverty level is higher than the 14-town average of 4.9%. Poverty is not evenly distributed among Kingston residents with 1 in 10 Kingston seniors living in poverty, nearly double the average rate of senior poverty on the South Shore. Similarly, the poverty rate for single mothers was 16.8%, a rate 2 ½ times higher than the poverty rate for the town but lower than average poverty rate for single mothers in the 14-town area (22%). The 2016 average unemployment rate was 3.5%, equal to the regional average.

Median family income increased 12% over the past 3 years, while per capita income fell 8%. Both are higher than median family and per capita income in Plymouth County and Massachusetts. Health insurance coverage increased from 96.5% in 2012 to 97.7% in 2015.
At 6.8%, the percentage of Kingston households enrolled in SNAP is higher than the regional average and roughly equivalent to the town’s general poverty rate.

Kingston has among the higher rates of renter-occupied housing units (19%) on the South Shore. Over the past 3 years, the median rent decreased to $1,299; however, more than half of Kingston tenants (55.1%) spend 35% or more of their household income on rent. The April 2017 foreclosure rate for the town was 0.16%, the third highest rate of the 14 towns, and higher than regional average (0.12%), County (0.12%), and state (0.08%) foreclosure rates.

Fewer Kingston residents have completed high school (94%) than the regional average of 96%. School district enrollment fell 6% from 1,132 during the 2013-14 school year to 1,064 during the 2015-16 school year. Only 54.2% of 3-4 year olds are enrolled in preschool or nursery school, the second lowest rate of the 14 towns and lower than Plymouth County and the state.

Compared to the other towns in SSCAC’s service area, Kingston has a relatively well developed transportation system with the MBTA commuter rail station, P & B commuter bus service to Boston, and GATRA bus service along the coast. As with other South Shore towns, however, the interior sections of Kingston do not have public transportation service. Even so, only 3.3% of Kingston residents take public transportation to work.

While the number of opioid-related deaths held steady with 1 death per year in 2015 and 2016, Kingston saw a significant decrease in the number of opioid-related EMS incidents from 29 incidents in 2015 to 12 incidents in 2016. Compared to the other towns, Kingston had the 4th lowest number of opioid-related EMS incidents in 2016.

During FY2016, SSCAC served a total of 686 individuals in 522 households in Kingston, representing 5% of the town population and 8% of the total population in CSBG towns served by SSCAC. SSCAC provided $263,637 in fuel assistance and energy efficiency services on behalf of low income Kingston residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Kingston residents.
### PROGRAM

<table>
<thead>
<tr>
<th>Program</th>
<th>Households</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
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</tr>
<tr>
<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>77</td>
</tr>
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<td>Emergency Housing/Utility Assistance (FEMA Funded)</td>
<td>4</td>
</tr>
<tr>
<td>Consumer Aid (MA Attorney General)</td>
<td>11</td>
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<tr>
<td>Transportation (For Elderly and Disabled)</td>
<td>19</td>
</tr>
<tr>
<td>Supplemental Nutrition Assistance Program Outreach/SNAP (USDA)</td>
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<td>Food Basket Emergency Food Assistance (Privately Funded)</td>
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<td>South Shore Early Education (Head Start, Early Head Start, State-</td>
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<td>subsidized Early Education)</td>
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<tr>
<td>Volunteer Income Tax Assistance (IRS)</td>
<td>28</td>
</tr>
<tr>
<td>South Shore Family Network (MA Dept. Early Education and Care)</td>
<td>64</td>
</tr>
</tbody>
</table>

In addition, SSCAC’s Food Resources program distributed 46,779 lbs. of locally grown fruits, vegetables and non-perishable food for hungry and food insecure elderly, children, and families through the Kingston Council on Aging, Head Start children’s program, and local food assistance programs. (Approximately 35,172 meals)

### SSCAC BOARD MEMBERS FROM KINGSTON

Kristina M. Whiton-O’Brien – *Kingston Selectmen’s Representative*

George Boerger – *Kingston Low Income Representative*
Continuing the trend in population growth over the past decade and a half, Marshfield’s population grew more modestly than other South Shore towns during the past 3 years. The median age for the town was 44 years old, equal to that of the 14 town region. Marshfield has the second highest percentage of residents who speak a language other than English at home (8%) than the other towns, and twice the percentage of residents who speak English less than well (2.4%) than the regional average of 1.2%.

The poverty rate for the town is 6.3%, higher than the 4.4% average for the 14 towns. Poverty disproportionately affects some demographic groups in the town. For black Marshfield residents and those who speak a language other than English at home, the poverty rate is roughly 3 times the town poverty rate. Similarly, children under 18 experience poverty at a higher rate than the 14-town average.

Similar to other towns on the South Shore, school district enrollment decreased 3% over past 2 years. The percentage of 3-4 year olds in Marshfield who are enrolled in preschool or nursery school (83.1%) far exceeds the 14-town region (66.9%), as well as the County and state enrollment rates of 59% each. Further, the percentage of economically disadvantaged children in the district is lower than the 14 town average.
The town’s average 2016 unemployment rate is close to the regional average of 3.5% and below the state 2016 unemployment rate of 3.7%. Median family income is also roughly equivalent to the regional average, and higher than the County and state medians. Per capita income in Marshfield, however, falls below the regional average, while still exceeding the region and county.

In April 2017, the foreclosure rate in Marshfield was 0.08%, which is lower than the 14-town average and Plymouth County rates of 0.12%. With a median gross rent of $1,211 (lower than the regional average), nearly half of Marshfield renters pay 35% or more of their household income on rent. Similarly, homeowners with a mortgage have median housing costs of $2,265 per month which is lower than the 14 town average. More than one quarter of Marshfield homeowners pay over 35% of their household income on housing. The 12.1% vacancy rate in Marshfield is well above the 7.7% average vacancy rate for the region.

Unlike most other South Shore towns, Marshfield is fairly well served by a public transportation infrastructure. The GATRA shuttle provides intra- and inter-town transportation throughout most of the town. At 3.4%, the percentage of Marshfield residents who take public transportation to work falls below the 14 town average of 5.8%.

While there were no reported opioid-related EMS incidents in Marshfield in 2015 or 2016, there were 10 opioid-related deaths in 2016, a significant increase from the opioid-related deaths in 2015.

During FY2016, SSCAC served a total of 918 individuals in 562 households in Marshfield, representing 4% of the town population and 11% of the total population in CSBG towns served by SSCAC. SSCAC provided $337,439 in fuel assistance and energy efficiency services on behalf of low income Marshfield residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Marshfield residents.
<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
<td>304</td>
</tr>
<tr>
<td>Weatherization (Federal DOEWAP)</td>
<td>4</td>
</tr>
<tr>
<td>HEARTWAP (Federal Burner Repair/Replacement)</td>
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<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>31</td>
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<td>Consumer Aid (MA Attorney General)</td>
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<td>Transportation (For Elderly and Disabled)</td>
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<td>Supplemental Nutrition Assistance Program Outreach/SNAP (USDA)</td>
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<td>Food Basket Emergency Food Assistance (Privately Funded)</td>
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<td>South Shore Early Education (Head Start, Early Head Start, State-</td>
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<td>25</td>
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<tr>
<td>South Shore Family Network (MA Dept. Early Education &amp; Care)</td>
<td>15</td>
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</table>

In addition, SSCAC’s Food Resources program distributed 5,764 lbs. of locally grown fruits, vegetables and non-perishable food through Marshfield’s Council on Aging and Head Start children’s programs. (Approximately 4,434 meals)

**SSCAC BOARD MEMBERS FROM MARSHFIELD**

- Elinor Black – *Marshfield Selectmen’s Representative*
- Carrie Sylvester – *Marshfield Low Income Representative*
- Lydia Mitchell – *Marshfield Community Representative, Head Start Policy Council Member*
- Jim Stewart – *Board Vice President, Marshfield Community Representative*
Middleborough has seen the largest population growth by far of all 14 towns served by SSCAC. From 2000 to 2010, it grew at more than 3 times the county rate and more than 5 times the state rate. The town population has grown another 3% in the past 3 years. The median age is 42 years old, below the regional average of 44 years old. While the town has the highest percentage of residents who identify as black (2.4%) compared to the 14 town region, still 94.3% of Middleborough residents identify as white.

Middleborough’s poverty rate is the highest of the 14 town region, yet still remains lower than that of Plymouth County and Massachusetts. The poverty rate for children under 18 and families with children under 18 both fall in the 12% range. As with all other towns in the region, single mothers with children under 18 have the highest poverty rate of all demographic groups at 29.6%, more than 4 times the poverty rate for the town. Middleborough has the second highest percentage of economically disadvantaged school children in the 14 town region, with more than 1 in 4 children.

The town’s unemployment rate of 4% is higher than the 14-town average of 3.5%, as well as the unemployment rates for the County and state. While the town’s median family income ($90,913) and per capita income ($33,810) have both increased over the past 3 years, they still
remains lower than the average for the 14 towns. SNAP enrollment (8.1%) is highest of the 14 towns and well above the regional average of 5.9%.

Middleborough made the greatest gains in the percentage of adults completing high school of the 14 towns. Over the past 3 years, the percent of adults who are high school graduate or higher increased to 94%. As with the other towns, school district enrollment declined 6.6% over the past 2 years.

The median rent in Middleborough is $1,093, the third lowest median rent in the area. With this lower median rent, Middleborough has the lowest percentage of renters spending greater than 35% of their household income on rent (33%). Median housing costs for homeowners with a mortgage ($2,106) are also lower than the 14-town average.

At 70 square miles, Middleborough is the second largest town by land area in Massachusetts. The only public transportation available to Middleborough residents is the MBTA commuter rail into Boston. Not surprisingly then, only 1.6% of adults in Middleborough take public transportation to work.

The town of Middleborough had the second highest number of opioid-related deaths in 2016. While slightly decreasing from 12 deaths in 2015 to 11 deaths in 2016, both years are significantly higher than the 4 deaths which occurred in 2012. The number of opioid-related EMS incidents also decreased from 51 incidents in 2015 to 38 incidents in 2016.

During FY2016, SSCAC served a total of 983 individuals in 525 households in Middleborough, representing 4% of the town population. SSCAC provided $368,821 in fuel assistance and energy efficiency services on behalf of low income Middleborough residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Middleborough residents.
<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>HOUSEHOLDS</th>
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<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
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<tr>
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</tbody>
</table>

In addition, SSCAC’s Food Resources program distributed 11,095 lbs. of locally grown fruits, vegetables and non-perishable food to the Middleborough/Lakeville Council on Aging and the Sacred Heart Food Pantry. (Approximately 8,535 meals.)
Norwell has seen steady population growth since 2000 with 2.28% increase in the town population over the past 3 years alone. The median age for Norwell also remains consistent, increasing only slightly from 43 to 44 years old, in line with the regional average. The town has seen the largest increase in residents who identify as 2 or more races, increasing by 140% from 78 residents in 2012 to 187 residents in 2015.

Of the 14 towns, Norwell has the lowest percentage of its citizens living below the poverty level. At 2.2%, the town also has the lowest poverty rate for families with children, less than half the 14-town average of 5%. Norwell has the 4th lowest percentage of single mothers living below the poverty level (15.4%). As would be expected, the 2016 unemployment rate in Norwell was 3.2%, below the regional average of 3.5%.

Norwell has the 4th highest median family income of the 14 towns, well above the County ($91,720) and the state ($87,085). Similarly, the town has the 3rd highest per capita income. The town has below average enrollment in SNAP and the percentage of economically disadvantaged school children in the district (3.5%) is one-fourth the regional average (15%).

There were 2 foreclosures in Norwell in April 2017 and a below average foreclosure rate
(0.08%) that is equal to the state foreclosure rate. Norwell is tied with Hanover for the lowest vacancy rate (2.8%) in the 14 towns, well below regional rate of 7.7%. The town has the highest rate of owner-occupied housing units (92%) above average of 84% for region, 76% for County, 62% for state. The town also has the highest median housing costs for homeowners with mortgage (well above regional average of $2,384, County $2,114, and state $2,063.) More than one third of homeowners (34.3%) spend 35% or more of household income on housing costs, making it the highest rate in the region, above regional average of 26.8%, County 27.5%, state, 26%.

In terms of educational attainment, the town has an average percentage of adults who have graduated high school or more. School district enrollment fell 2.8% from 2,263 students in 2014-15 to 2,199 students in 2015-16. However, the town has an above average rate of 3-4 year olds who are enrolled in preschool or nursery school (74.6%).

There is no public transportation in the town of Norwell. Along with the town of Scituate, Norwell workers have the longest commute in the region (39 minutes). The town has the 3rd highest rate of adults who take public transportation to work and the 2nd highest percentage of households without a vehicle (1.6%), a rate that is above average the regional average of 1.1%.

The town saw a decrease in opioid-related deaths from 3 in 2015 to 1 in 2016. Similarly, the number of opioid-related EMS incidents decreased from 30 to 22 incidents during the past year.

During FY2016, SSCAC served a total of 203 individuals in 157 households in Norwell, representing 2% of the town population and 2% of the total population in CSBG towns served by SSCAC. SSCAC provided $71,543 in fuel assistance and energy efficiency services on behalf of low income Norwell residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Norwell residents.

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
<td>49</td>
</tr>
<tr>
<td>HEARTWAP (Federal Burner Repair/Replacement)</td>
<td>11</td>
</tr>
<tr>
<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>18</td>
</tr>
<tr>
<td>Consumer Aid (MA Attorney General)</td>
<td>10</td>
</tr>
<tr>
<td>Transportation (For Elderly and Disabled)</td>
<td>19</td>
</tr>
<tr>
<td>South Shore Early Education (Head Start, Early Head Start, State-subsidized Early Education)</td>
<td>23</td>
</tr>
<tr>
<td>Volunteer Income Tax Assistance (IRS)</td>
<td>2</td>
</tr>
<tr>
<td>South Shore Family Network (MA Dept. Early Education and Care)</td>
<td>25</td>
</tr>
</tbody>
</table>
SSCAC BOARD MEMBERS REPRESENTING NORWELL/HULL/SCITUATE

Sandie Grauds – Selectmen’s Representative for Norwell/Hull/Scituate
Vacant – Low Income Representative for Norwell/Hull/Scituate

27 In accordance with SSCAC’s By-Laws, the towns of Norwell, Scituate, and Hull share a seat on SSCAC’s Board of Directors based on the population of low-income residents.
Similar to other towns on the South Shore, Pembroke has grown in population over the past 3 years, albeit at a lesser rate than that of the region as a whole. The median age for Pembroke is 41 years old, making it the youngest in the region where the median is 44 years old. Of the 14 towns, Pembroke has the largest percentage of town residents who identify as Hispanic and those who identify as 2 or more races. Even so, 95.2% of the residents identify as white.

At 4.9%, the poverty rate in Pembroke is slightly below the average poverty rate of 4.9% for the 14 towns. However, the poverty rate for Pembroke residents under 18 (6.6%) is higher than the regional average of 5.3%. Similarly, the senior poverty rate in Pembroke is 7%, which also exceed the regional average of 5.4%. For those Pembroke residents who speak a language other than English at home, the poverty rate is more than double the 14-town average at 21.2% as compared to 7.7%. The poverty rate for single mothers is lower than 14-town average; but still 1 in 5 single mothers and their children under 18 in Pembroke live in poverty.

The town had an average unemployment rate in 2016 and lower than average poverty rate for working Pembroke adults (1.7%) when compared to the 14-town region (2.3%) and Plymouth County (3%).
At $105,128, median family income in Pembroke is below the 14-town average, but increased 8% over past 3 years. Similarly, per capita income in Pembroke ($38,119) is below the regional average, but also increased 3% over the past 3 years and higher than per capita income for Plymouth County ($36,163).

There were no foreclosures in Pembroke in April 2017, but the town’s April 2017 foreclosure rate of 0.2% is 3rd highest in the region and above the 0.12% regional average. Pembroke is below average in the percentage of housing units that are renter-occupied (14%) as compared to the 14-town average of 16%. The median rent in Pembroke is above average and, combined with median family and per capita income below average for the region, it’s not surprising that nearly half of Pembroke renters pay 35% or more on housing. For Pembroke homeowners with a mortgage, however, median housing costs and the percentage of homeowners spending 35% or more on housing are both below the regional averages.

The proportion of both high school graduates is comparable to the combined average of the 14 towns. As with all the 14 towns, Pembroke saw a decrease in school enrollment from 3,272 during the 2013-14 school year to 3,111 during the 2015-16 school year. The town does have an above average percentage of 3-4 year olds who are enrolled in preschool and falls below average in terms of the percentage of school children who are economically disadvantaged.

There are only two GATRA stops in Pembroke, both of which are just over the Marshfield town line, leaving much of the town un-served by public transportation. Only 4% of Pembroke adults take public transportation to work.

The town has seen increases over the past 2 years in terms of both opioid-related deaths and EMS incidents. From 2015 to 2016, the number of opioid-related deaths doubled from 4 to 8 and the number of opioid-related EMS incidents increased from 41 in 2015 to 52 in 2016. Of the 14 towns, Pembroke has the 3rd highest number of opioid-related incidents, behind Plymouth and Carver, and the 4th highest number of deaths.

During FY2016, SSCAC served a total of 658 individuals in 418 households in Pembroke, representing 4% of the town population and 8% of the total population in CSBG towns served by SSCAC. SSCAC provided $248,049 in fuel assistance and energy efficiency services on behalf of low income Pembroke residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Pembroke residents.
<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
<td>247</td>
</tr>
<tr>
<td>HEARTWAP (Federal Burner Repair/Replacement)</td>
<td>15</td>
</tr>
<tr>
<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>24</td>
</tr>
<tr>
<td>Emergency Housing/Utility Assistance (FEMA)</td>
<td>1</td>
</tr>
<tr>
<td>Consumer Aid (MA Attorney General)</td>
<td>16</td>
</tr>
<tr>
<td>Transportation (For Elderly and Disabled)</td>
<td>14</td>
</tr>
<tr>
<td>South Shore Early Education (Head Start, Early Head Start, State-subsidized Early Education)</td>
<td>41</td>
</tr>
<tr>
<td>Volunteer Income Tax Assistance (IRS Funded)</td>
<td>24</td>
</tr>
<tr>
<td>South Shore Family Network (MA Dept. of Early Education and Care)</td>
<td>26</td>
</tr>
<tr>
<td>Supplemental Nutrition Assistance Program Outreach/SNAP (USDA)</td>
<td>10</td>
</tr>
</tbody>
</table>

In addition, SSCAC's Food Resources program distributed 1,129 lbs. of locally grown fruits, vegetables and non-perishable food for hungry and food insecure elderly through Pembroke's Council on Aging. (Approximately 849 meals.)

**SSCAC BOARD MEMBERS FROM PEMBROKE**

Linda Osborne – *Selectmen’s Representative for Pembroke*
Linda Mahonen – *Pembroke Community Representative*
Pam Blades – *Low Income Representative for Pembroke*
Incorporated in 1620, Plymouth is the oldest town in the Commonwealth. Population growth in the town exceeded the regional average for the past 3 years. Its current population of 57,848 is more than twice that of Marshfield, the next largest town within SSCAC’s 14-town primary service area. In fact, the town accounts for 23% of the total population of the 14 towns taken together. With land area measuring 97.8 square miles, Plymouth is the largest town in Massachusetts in geographic terms. The median age for Plymouth is 44 years old, equal to the regional average. The town tends to be more ethnically and racially diverse than the others in the region. Its population is above average in terms of residents who identify as Black, Hispanic, Asian, American Indian/Alaskan Native, and 2 or more races. The town is also above the regional average in terms of linguistic diversity with 6.7% of residents speaking a language other than English at home, as compared to 5% for the 14-town region. Similarly, 2.2% of Plymouth residents speak English less than very well, as compared to 1.2% for the 14-town average.

At 6.8%, the poverty rate in Plymouth exceeds that of the 14-town region (4.9%) and is the 2nd highest poverty rate in the 14 towns. Even so, Plymouth’s poverty rate is lower than the poverty rate for Plymouth County (8.2%) and for Massachusetts as a whole (11.6%). When compared to the 14-town averages, the poverty
rate for specific demographic groups in Plymouth are above average. For example, the poverty rate for children under 18 is 8.7% as compared to the regional average of 5.2% poverty. For adults under 64 years old, the poverty rate of 6.4% exceeds the regional average of 4.2%. For those residents who speak a language other than English at home, the poverty rate of 11.1% is higher than the 14-town average of 7.7%. Family poverty in Plymouth also tends to be higher than the regional average. Families with children under 18 have a poverty rate of 7.4%, as compared to 5% for the region. Single mothers and their children under 18 have a poverty rate of 27%, higher than 22% average rate for the region. Finally, Plymouth has the 3rd highest rate for working adults who live in poverty (3.1%) as compared to the 14-town average of 2.3%.

Given these poverty rates, it is to be expected that family and per capita income in Plymouth are both below regional average. Further, the town has a higher than average percentage of households that received SNAP benefits in the past year (7.8%) as compared to the 14-town average of 5.9%. Even so, Plymouth still falls behind Plymouth County with its 10.6% SNAP enrollment rate and the state with its 12.5% SNAP enrollment.

The 95% of Plymouth adults who graduated high school is roughly equivalent to the 14-town average, and exceeds the County rate of 92.3% and the state rate of 89.8%. As with the other towns in the region, Plymouth saw a 2.2 decrease in school enrollment in the district, falling from 7,802 students during the 2013-14 school year to 7,634 during the 2015-16 school year. At 23.7%, the percentage of school children who are economically disadvantaged exceeds the average rate of 15% for the 14-towns. The town has a higher rate of 3-4 year olds who are enrolled in preschool (67.2%) as compared to the County and state (59%), but on par with the 14-town average (66.9%).

In April 2017, there were 9 foreclosures in Plymouth, the highest in the 14 towns and accounting for 1/3rd of all foreclosures in the 14 towns. The town’s foreclosure rate of 0.12% is equivalent to the average foreclosure rate for the 14 towns as well as Plymouth County. With a vacancy rate of 15.1%, Plymouth doubles the 14-town average vacancy rate of 7.7%. Plymouth has the 3rd highest percentage of renter-occupied housing units (21%), exceeding the 16% average for the 14 towns, but still lower than Plymouth County (24%) and Massachusetts (38%). Median gross rent in Plymouth ($1,329) is similar to the 14 town average ($1,345), but 44.1% of Plymouth renters pay 35% or more of household income on housing as compared to 38.3% for region. Median housing costs for Plymouth homeowners with a mortgage ($2,125) are lower than the 14-town average ($2,384). Yet, a somewhat higher than average percentage of homeowners paying 35% or more (28.6% as compared to 26.8%).

Plymouth is served by three public transportation routes and one commuter rail station that runs to Boston. Even with a slightly higher than average percentage of households with no vehicle (1.5% as compared to 1.1%), only 3.3% of Plymouth adults take public transportation to work. As with the routes in other SSCAC towns, the public bus service primarily follows the coast, leaving large interior portions of Plymouth un-served.

Of all the towns on the South Shore, Plymouth has struggled most with the opioid epidemic. From 2015 to 2016, the town saw a 9% increase in opioid-related EMS incidents from 200 to 220 incidents. These incidents account for 42% of all incidents in the 14 towns. At the same
time, the number of opioid-related deaths stayed relatively constant with 21 deaths in 2015 and 22 deaths in 2016, accounting for approximately 30% of opioid-related deaths in the 14 towns. By comparison, in 2012, there were 6 opioid-related deaths in Plymouth, accounting for 19% of deaths in the 14 towns.

During FY2016, SSCAC served a total of 3,424 individuals in 2,521 households in Plymouth, representing 6% of the town population and 42% of the total population in CSBG towns served by SSCAC. SSCAC provided $1,304,415 in fuel assistance and energy efficiency services on behalf of low income Plymouth residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Plymouth residents.

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
<td>1,099</td>
</tr>
<tr>
<td>Weatherization (Federal DOEWAP)</td>
<td>26</td>
</tr>
<tr>
<td>HEARTWAP (Federal Burner Repair/Replacement)</td>
<td>192</td>
</tr>
<tr>
<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>372</td>
</tr>
<tr>
<td>Emergency Housing/Utility Assistance (FEMA and Privately Funded)</td>
<td>15</td>
</tr>
<tr>
<td>Consumer Aid (MA Attorney General)</td>
<td>63</td>
</tr>
<tr>
<td>Transportation (For Elderly and Disabled)</td>
<td>79</td>
</tr>
<tr>
<td>South Shore Early Education (Head Start, Early Head Start, State-subsidized Early Education)</td>
<td>286</td>
</tr>
<tr>
<td>Volunteer Income Tax Assistance (IRS)</td>
<td>255</td>
</tr>
<tr>
<td>South Shore Family Network (MA Dept. of Early Education and Care)</td>
<td>9</td>
</tr>
<tr>
<td>Supplemental Nutrition Assistance Program Outreach/SNAP (USDA)</td>
<td>90</td>
</tr>
<tr>
<td>Food Basket Emergency Food Assistance (Privately Funded)</td>
<td>35</td>
</tr>
</tbody>
</table>

In addition, SSCAC's Food Resources program distributed 166,274lbs. of locally grown fruits, vegetables and non-perishable food for hungry and food insecure elderly and children through to Plymouth's Council on Aging and Head Start children's program. (Approximately 125,018 meals.)

**SSCAC BOARD MEMBERS FROM PLYMOUTH**

Tony Provenzano – *Plymouth Selectman, Selectmen’s Representative for Plymouth*
Charlie Schena – *Board Treasurer, Low Income Representative for Plymouth*
PLYMPTON

<table>
<thead>
<tr>
<th>Total Population</th>
<th>2,868</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1,467</td>
</tr>
<tr>
<td>Female</td>
<td>1,401</td>
</tr>
<tr>
<td>FY 16 Residents Served by SSCAC</td>
<td>85</td>
</tr>
<tr>
<td>% of Town Population</td>
<td>3%</td>
</tr>
<tr>
<td>% of CSBG Town Population Served by SSCAC</td>
<td>1%</td>
</tr>
<tr>
<td>Race/Ethnicity</td>
<td></td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>0.0%</td>
</tr>
<tr>
<td>Asian</td>
<td>0.6%</td>
</tr>
<tr>
<td>Black</td>
<td>0.0%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>1.8%</td>
</tr>
<tr>
<td>White</td>
<td>97.7%</td>
</tr>
<tr>
<td>2+ Races</td>
<td>1.2%</td>
</tr>
<tr>
<td>Foreign Born</td>
<td>2.0%</td>
</tr>
<tr>
<td>Residents 5+ Who Speak Language Other Than English at Home</td>
<td>5.7%</td>
</tr>
<tr>
<td>Residents 5+ Who Speak English Less Than Very Well</td>
<td>0.6%</td>
</tr>
<tr>
<td>Living Below Federal Poverty Level</td>
<td>5.0%</td>
</tr>
<tr>
<td>Under Age 18</td>
<td>6.7%</td>
</tr>
<tr>
<td>Age 18-64</td>
<td>4.7%</td>
</tr>
<tr>
<td>Over Age 64</td>
<td>4.0%</td>
</tr>
<tr>
<td>Speak Language Other Than English At Home</td>
<td>2.6%</td>
</tr>
<tr>
<td>Employed</td>
<td>1.3%</td>
</tr>
<tr>
<td>Families with Children &lt; 18</td>
<td>6.1%</td>
</tr>
<tr>
<td>Single Mothers with Children &lt; 18</td>
<td>50%</td>
</tr>
<tr>
<td>2016 Avg. Unemployment Rate</td>
<td>3.6%</td>
</tr>
<tr>
<td>Median Family Income</td>
<td>$94,551</td>
</tr>
<tr>
<td>Median Per Capita Income</td>
<td>$36,815</td>
</tr>
<tr>
<td>Health Insurance Coverage</td>
<td>97.2%</td>
</tr>
<tr>
<td>SNAP Enrollment</td>
<td>7.2%</td>
</tr>
<tr>
<td>Adult High School Graduates</td>
<td>94%</td>
</tr>
<tr>
<td>School District Enrollment</td>
<td>219</td>
</tr>
<tr>
<td>3-4 Year Olds Enrolled in Preschool/Nursery School</td>
<td>64.2%</td>
</tr>
<tr>
<td>Economically Disadvantaged School Children 2016-17 School Year</td>
<td>20.1%</td>
</tr>
<tr>
<td>Median Gross Rent</td>
<td>850</td>
</tr>
<tr>
<td>Renters with Gross Rent 35% or More of Household Income</td>
<td>54%</td>
</tr>
<tr>
<td>Median Homeowner Housing Costs (with Mortgage)</td>
<td>$2,104</td>
</tr>
<tr>
<td>Homeowners with Housing Costs 35% or More of Household Income</td>
<td>19.2%</td>
</tr>
<tr>
<td>No Household Vehicle Available</td>
<td>0.7%</td>
</tr>
<tr>
<td>Take Public Transportation to Work</td>
<td>3.4%</td>
</tr>
<tr>
<td>Average Commute Time (Minutes)</td>
<td>34</td>
</tr>
<tr>
<td>2016 Opioid-related EMS Incidents</td>
<td>7</td>
</tr>
<tr>
<td>2016 Opioid-related Deaths</td>
<td>1</td>
</tr>
</tbody>
</table>

Plympton has the smallest town population of the 14 towns in SSCAC’s primary service area, accounting for 1% of all people residing in the 14 towns. The median age is 46 years old, somewhat higher than the regional average of 44 years old. A high proportion of residents identify as white (97.7%), and the town has an average percentage of Hispanic residents (1.8%) as compared to the region. Similarly, 5.7% of Plympton residents speak a language other than English at home, higher than the 5% average rate for the region. Only 0.6% of Plympton residents can speak English less than very well, half that of the region.

The town’s poverty rate of 5% is nearly identical to the regional average, both of which are lower than the poverty rates for Plymouth County (8.2%) and Massachusetts (11.6%). Plympton does have the highest rate of single mothers of children under 18 who live in poverty. At 50%, 1 out of 2 single mothers live below the poverty line, more than double the 22% average rate for the 14-town region.

The 2016 unemployment rate in Plympton was 3.6%, equal to regional unemployment rate. However, family and per capita income are below regional averages. In fact, over the past 3 years, median family income fell 11% from $106,076 to $94,551 and per capita income fell 7% from $39,406 to $36,815. A higher percentage of
Plympton residents received SNAP benefits in the past year (7.2%) as compared to the 14-town average (5.9%), but still below Plymouth County (10.6%) and Massachusetts (12.5%).

School district enrollment decreased 7.6% from 237 students during the 2013-14 school year to 219 students during the 2015-16 school year. Ninety-four percent of adults in Plympton are high school graduates or higher, less than the regional average of 96%. The town also has enrollment of 3 – 4 year olds in preschool (64.2%) that is lower than the region (66.9%), but still higher than the County and state (both at 59%).

Plympton has the least expensive median rent in the area ($850 as compared to $1,345 for the 14-town average. Nonetheless, more than half of Plympton renters (54%) spend 35% or more of their household income on rent. Homeownership in Plympton appears more affordable for residents. For homeowners with a mortgage, median housing costs were $2,104 (below the regional average of $2,384). More importantly, only 19.2% of homeowners had to spend 35% or more of their household income on housing costs, well below the regional average of 26.8%. At the same time, however, Plympton had the highest rate of foreclosure activity of the 14 towns in April 2017 (0.38%), with 1 in 261 housing units subject to foreclosure action.

Plympton lacks public transportation other than nearby access to a commuter rail station in nearby Halifax, such that 3.4% of Plympton adults take public transportation to work. Less than 1% of Plympton households have no vehicle.

During FY2016, SSCAC served a total of 85 individuals in 70 households in Plympton, representing 3% of the town population and 1% of the total population in CSBG towns served by SSCAC. SSCAC provided $58,498 in fuel assistance and energy efficiency services on behalf of low income Plympton residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Plympton residents.
<table>
<thead>
<tr>
<th>PROGRAM</th>
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<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
<td>22</td>
</tr>
<tr>
<td>Weatherization (Federal DOEWAP)</td>
<td>4</td>
</tr>
<tr>
<td>HEARTWAP (Federal Burner Repair/Replacement)</td>
<td>6</td>
</tr>
<tr>
<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>12</td>
</tr>
<tr>
<td>Transportation (For Elderly and Disabled)</td>
<td>3</td>
</tr>
<tr>
<td>South Shore Early Education (Head Start, Early Head Start, State-subsidized Early Education)</td>
<td>3</td>
</tr>
<tr>
<td>Volunteer Income Tax Assistance (IRS)</td>
<td>4</td>
</tr>
<tr>
<td>South Shore Family Network (MA Dept. of Early Education and Care)</td>
<td>13</td>
</tr>
<tr>
<td>Supplemental Nutrition Assistance Program Outreach/SNAP (USDA)</td>
<td>2</td>
</tr>
<tr>
<td>Food Basket Emergency Food Assistance (Privately Funded)</td>
<td>1</td>
</tr>
</tbody>
</table>

In addition, SSCAC’s Food Resources program distributed 404 lbs. of locally grown fruits, vegetables and non-perishable food for hungry and food insecure elderly through Plympton’s Council on Aging. (Approximately 304 meals.)

**SSCAC BOARD MEMBERS REPRESENTING PLYMPTON**

- Dan Shannon – *Board President, Plympton Community Representative*
- Sarah Hewins, Carver Selectwoman – *Selectmen’s Representative for Plympton/Carver*
- Janis Morrison – *Board Secretary, Low Income Representative for Plympton/Carver*

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28 In accordance with SSCAC’s By-Laws, the towns of Plympton and Carver share a seat on SSCAC’s Board of Directors based on the population of low-income residents.
Along with Carver and Hull, Scituate has seen some of the most modest population growth over the past 3 years with only 1% growth in the town population. The median age for Scituate is 46 years old, making it older than the 14-town median age of 44 years old. Scituate is comparable with Plymouth as having highest percentage of residents who identify as American Indian/Alaskan Native (0.3%). Otherwise, the town is roughly comparable or slightly below average in terms of racial and ethnic diversity of its population.

The poverty rate for Scituate residents is 4.1%, placing it below the average poverty rate of 4.9% for the 14-town region. However, poverty is not evenly distributed amongst Scituate residents. The towns seniors have a higher poverty rate of 6.5% than the 14-town average senior poverty rate of 5.4%. For Scituate residents who speak a language other than English at home, the poverty rate is 1.8% which is significantly lower than the 14-town rate of 7.7%. In terms of family poverty, Scituate has a lower than average poverty rate for families with child ren under 18 (2.7%) and for single mothers with children under 18 (14.8%) as compared to the 14-town average poverty rates of 5% and 22% respectively.

The 3.4% average unemployment rate in Scituate in 2016 was nearly equal to the state rate of 3.5% and below the state unemployment rate of 3.7%.
As might be expected, the town had a lower than average percentage of economically disadvantaged school children, the third highest median family income ($128,061) of the 14 towns, having increased 11% over past 3 years. Along with Hingham and Duxbury, Scituate has the highest health insurance coverage rate at 99%.

Scituate has an above average percentage of adults who have graduated high school or higher, 98% as compared to the regional average of 96%. Similarly, 84.5% of 3 – 4 year olds in Scituate are enrolled in preschool or nursery school, a rate that is significantly higher than the regional average of 66.9%. Scituate has seen a 3.9% decrease in school district enrollment from 3,122 students during the 2013-14 school year to 3,001 students during the 2015-16 school year.

Over the past 3 years, Scituate has seen a 6% increase in median gross rent from $946 to $1,003, but still falls below regional average of $1,345. Even so, nearly half of Scituate renters (48.2%) spend 35% or more of their household income on rent. Median housing costs for homeowners with a mortgage increased 35% over the past 3 years from $2,021 to $2,729, landing well above the regional average of $2,384 in monthly housing costs. Nonetheless, 23.3% of Scituate homeowners pay 35% or more on housing, lower than the regional average of 26.8%, the Plymouth County rate of 27.5%, and the state rate of 26%. There were 3 foreclosure deeds in Scituate in April 2017 but a rate of foreclosure activity at 0.01% which was well below regional average of 0.12%.

Along with their neighbors in Norwell, Scituate commuters have the longest commute time in the region. With 2 commuter rail stations serving the town, the percentage of working town residents who commute to work via public transportation (11.8%) is second highest among the 14 towns in SSCAC’s primary service area and increasing by nearly 30% over the past 3 years.

Opioid-related deaths in Scituate were roughly level from 2015 (4 deaths) to 2016 (3 deaths). The town also experienced a 17% decrease in opioid-related EMS incidents from 27 in 2015 to 23 in 2016. Despite this decrease, the incidents in Scituate accounted for 4% of all incidents in the 14 towns in 2016.

During FY2016, SSCAC served a total of 399 individuals in 314 households in Scituate, representing 2% of the town population and 5% of the total population in CSBG towns served by SSCAC. SSCAC provided $129,000 in fuel assistance and energy efficiency services on behalf of low income Scituate residents. Other SSCAC client services fall under program and general agency operating expenditures that enable SSCAC to serve low income Scituate residents.
<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel Assistance (Federal LIHEAP)</td>
<td>104</td>
</tr>
<tr>
<td>HEARTWAP (Federal Burner Repair/Replacement)</td>
<td>13</td>
</tr>
<tr>
<td>Weatherization and Burner Repair (Private Utility Funded)</td>
<td>18</td>
</tr>
<tr>
<td>Transportation (For Elderly and Disabled)</td>
<td>115</td>
</tr>
<tr>
<td>South Shore Early Education (Head Start, Early Head Start, State-</td>
<td>11</td>
</tr>
<tr>
<td>subsidizes Early Education)</td>
<td></td>
</tr>
<tr>
<td>Consumer Aid (MA Attorney General)</td>
<td>15</td>
</tr>
<tr>
<td>Volunteer Income Tax Assistance (IRS)</td>
<td>2</td>
</tr>
<tr>
<td>South Shore Family Network (MA Dept. of Early Education and Care)</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>In addition, SSCAC's Food Resources program distributed 75 lbs. of</td>
<td></td>
</tr>
<tr>
<td>locally grown fruits, vegetables and non-perishable food for hungry</td>
<td></td>
</tr>
<tr>
<td>and food insecure elderly through the Scituate Council on Aging.</td>
<td></td>
</tr>
<tr>
<td>(Approximately 56 meals.)</td>
<td></td>
</tr>
</tbody>
</table>

**SSCAC BOARD MEMBERS REPRESENTING SCITUATE/NORWELL/HULL**

Sandie Grauds – *Selectmen’s Representative for Scituate/Norwell/Hull*

Vacant – *Low Income Representative for Scituate/Norwell/Hull*

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29 In accordance with SSCAC’s By-Laws, the towns of Scituate, Hull, and Norwell share a seat on SSCAC’s Board of Directors based on the population of low-income residents.
SECTION 7 - COMMUNITY AND INTERNAL ASSESSMENT PROCESS

The ultimate goal of the Community Assessment and Strategic Planning process is to ensure our communities remain responsive to the needs of low income people in SSCAC’s service area. As such, SSCAC conducted a Community Assessment and an Internal Assessment from November 2016 through May, 2017 to develop a comprehensive understanding of the needs and priorities of low income individuals and families on the South Shore, as well as communities’ and SSCAC’s capacity to meet those needs. A description of all of the Community Assessment research methodologies is provided below. In Sections 8 and 9 to follow, the Key Findings for the Community Assessment and Internal Assessment are presented. The findings form the basis for SSCAC’s goals, strategies, and specific objectives for each of the next 3 years.

Research Methodologies

In addition to the demographic and secondary research presented in Community Profiles Section of this plan, additional research on community needs was collected and compiled from diverse sources. Several research methodologies were used to develop a comprehensive Community Assessment for SSCAC’s service area with input from a range of stakeholders including clients, community members, SSCAC Directors and Managers, SSCAC staff, SSCAC’s Board of Directors, and area stakeholders.

To accomplish the task of completing this 3 Year Community Assessment and Strategic Plan, SSCAC formed a Planning Committee comprising SSCAC’s Board of Directors, Executive Director, Program Directors, and Planner. Planning Committee members received written updates of research results and discussed these findings at Board meetings, planning meetings, and Directors and Managers meetings. The Planning Committee discussed specific research findings, how they related to their own observations of community needs and resources, the implications of community needs for current and future SSCAC services, and the agency’s goals and strategies for meeting community needs. The Planning Committee also participated in internal assessment discussions of organizational capacity issues related to technology, human resources, facilities, fundraising, development, and governance.

Primary Data Collection:

1) In October, 2016, SSCAC distributed a community assessment survey to 44 community organizations focused on elder homelessness in Plymouth. We received 9 completed surveys for a 20% response rate. Respondents included: an aide for a state senator, a Council on Aging (COA) social worker, a COA Director, a housing program manager, 2 shelter/homelessness program managers, a homelessness coalition board member, a subsidized housing program manager, and a church-based homelessness/shelter staff person.

2) In November 2016, SSCAC mailed Community Assessment surveys to 1,685 Fuel Assistance clients, Head Start/Early Head Start clients, and low income South Shore
households not involved with SSCAC. Of the 1,685 surveys distributed, 283 were completed and returned for a response rate of 17%. The survey consisted of open-ended questions as well as closed-ended ratings of community needs. Survey respondents also provided demographic information so that their needs and demographics could be cross-tabulated and analyzed. SSCAC analyzed its FY16 service data relative to the needs assessment findings.

3) SSCAC client demographic information comes from 2016 agency intake data. In FY16, SSCAC served a total of 21,231 individuals living in 12,569 households. SSCAC analyzed client demographic data in comparison to the demographic data collected from Community Assessment survey respondents.

4) On December 1, 2016, SSCAC distributed a survey to 152 direct service staff that addressed community needs and agency capacity. We received 32 completed surveys for a 21% response rate.

5) On December 20, 2016, SSCAC distributed a community and internal assessment survey to 26 Directors and Managers addressing agency mission, community needs, agency capacity to meet community needs, and internal operations. We received 20 completed surveys for a 77% response rate. Results were tabulated and presented as the basis for a Directors and Managers focus group on February 14, 2017. The focus group included a facilitated SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis of the agency, discussion of agency goals and objectives, funding strategies/issues, and community strengths.

6) On December 1st and 8th, SSCAC conducted focus groups with parents of children enrolled in our Head Start and/or Early Head Start programs in Plymouth and Marshfield. Participants discussed the meaning and impact of poverty, the needs of low income families, barriers to accessing services, and strategies/services that work to support low income families.

7) Community assessment surveys were distributed to SSCAC Board members in November 2016 and January 2017. A total of 10 surveys were completed and returned. Individual interviews with 4 SSCAC Board members were conducted for the community and internal assessment to review the agency mission, gain a more in-depth understanding of community needs for social services, future opportunities and challenges for SSCAC, and ways to further strengthen the agency’s Board of Directors.

8) On February 8, 2017, SSCAC hosted a community forum with a wide range of stakeholders representing the following community sectors: secondary and post-secondary education, criminal justice, media, state and local government, housing, shelter/homelessness services, elder services, and donors. In total, 18 community partners attended, along with 3 SSCAC staff. Forum participants identified the opioid epidemic, economic mobility, and affordable housing as top community needs. SSCAC conducted interviews with 5 community stakeholders to learn their perspectives on community needs and to get a view “from the outside” on SSCAC’s ability to meet community needs. Interviewees included 1 COA director, 1 state representative, 1 news media editor, 1 housing agency director, and 1 town Selectwoman.
Secondary Data Collection

1) The service area of SSCAC’s Fuel Assistance program extends beyond our 11 incorporating towns to include Cape Cod and the Islands. As the designated CAA for Cape Cod and the Islands, Community Action of Cape Cod and the Islands (CACCI) completed its own Community Assessment. CACCI and SSCAC shared quantitative and qualitative community assessment data and findings with one another. SSCAC also shared community assessment data with Quincy Community Action (QCAP) for the town of Hull, for which SSCAC is the designated CAA but QCAP provides Head Start services.

2) Recent reports, studies, data, and news articles were reviewed to provide information on demographic trends and changing community needs. This research is reviewed in depth in the Community Profiles Section and is also cited as background information throughout this CARSP. SSCAC’s secondary data sources include, but are not limited to:

- The U.S. Census Bureau’s 2011 – 2015 American Community Survey 5 Year Estimates
- The MA Department of Elementary and Secondary Education’s School District Profiles
- The MA Executive Office of Labor and Workforce Development
- The MA Department of Public Health
- The Plymouth County Register of Deeds
- RealtyTrac
- The U.S. Bureau of Labor Statistics
- Project Bread’s Annual Report on the Status of Hunger
- Greater Boston Food Bank’s Hunger in Eastern Massachusetts
- The Boston Globe
- The Warren Group
- The National Bureau of Economic Research
- The Brookings Institute
- The Commonwealth Corporation
- The New England Public Policy Center of the Federal Reserve Bank of Boston

3) SSCAC analyzed its FY16 service data relative to the secondary data collected.

Community Assessment Survey Respondents

- **Town of Residence** Each of SSCAC’s 11 incorporating towns is represented among the survey respondents. Respondents who live in the town of Plymouth comprise 39% of all survey respondents. The town of Carver draws the second highest level of respondents with 18%. These two towns also had the highest response rate to the past 3 Community Assessment Surveys conducted by SSCAC.

- **Age** More than one-third of respondents (38%) are over the age of 70, with another 27% falling between the ages of 55 and 69. Twenty percent of all respondents are under 45 years old.
- **Gender** Respondents are predominantly female, comprising 72% of all respondents. This gender distribution is equivalent to that of respondents to SSCAC’s 2014 and 2010 Community Assessment Surveys.

- **Race/Ethnicity:** The majority of respondents identified as white (89%), and 2% identified as black/African American. These proportions are nearly identical proportion to SSCAC’s FY16 client base.

- **Household Type** More than half of respondents (71%) live in one adult households, as compared to 59% of 2014 survey respondents. Sixty percent of respondents identified as single persons, while 11% identified as single parents.

- **Annual Household Income** More than one third of respondents earn less than $15,000 per year, including 7% earning between $0 and $4,999 per year.

- **Educational Attainment** Fourteen percent of respondents have not completed high school. Just over one third have completed high school (diploma/GED). And half of respondents have participated in post-secondary education.

**Survey Respondent and SSCAC Client Demographic Comparisons**

For the purposes of analyzing the Community Assessment Survey results, it is helpful to assess the extent to which the sample of respondents is representative of SSCAC’s client base. In FY16, SSCAC served 21,231 individuals. As with survey respondents, a greater proportion of SSCAC clients is female than male. Likewise, survey respondents and adult SSCAC clients are most likely to be single female parents or single people. Twenty-seven percent of those served (6,856) are under the age of 18 and 17% (4,637) are age 70 and older. The vast majority of SSCAC clients are white. There do not appear to be significant changes in the demographics of SSCAC clients from 2004 to 2014. The following tables show comparisons of SSCAC FY13 clients and Community Needs Assessment Survey respondents on a range of demographic variables. While there is some consistency between survey respondents and SSCAC clients in terms of demographics, the sample of survey respondents is not clearly representative of SSCAC clients.

<table>
<thead>
<tr>
<th>Gender</th>
<th>SURVEY RESPONDENTS</th>
<th>SSCAC FY16 CLIENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>Female</td>
<td>204</td>
<td>72%</td>
</tr>
<tr>
<td>Male</td>
<td>79</td>
<td>28%</td>
</tr>
<tr>
<td>Total</td>
<td>283</td>
<td>100%</td>
</tr>
</tbody>
</table>

---

30 Not all SSCAC programs require a demographic intake form. One or more demographic characteristics were obtained for 20,284 individuals and 11,622 families. The remaining 947 individuals include Transportation clients, Consumer Aid clients, and CFCE participants for whom no demographic characteristics were obtained.
<table>
<thead>
<tr>
<th>Age</th>
<th>Survey Respondents</th>
<th>SSCAC FY16 Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>0 to 5</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>6 to 11</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>12 to 17</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>18 to 23</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>24 to 44</td>
<td>53</td>
<td>19%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>43</td>
<td>15%</td>
</tr>
<tr>
<td>55 to 69</td>
<td>79</td>
<td>27%</td>
</tr>
<tr>
<td>70+</td>
<td>107</td>
<td>38%</td>
</tr>
<tr>
<td>Total</td>
<td>283</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Survey Respondents</th>
<th>SSCAC FY16 Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>White/Caucasian</td>
<td>251</td>
<td>89%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>5</td>
<td>2%</td>
</tr>
<tr>
<td>Asian</td>
<td>1</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>Cape Verdean</td>
<td>17</td>
<td>6%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>1</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>Hawaiian/Pacific Islander</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Brazilian</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Other Race/No Response</td>
<td>3</td>
<td>1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Family Type</th>
<th>Survey Respondents</th>
<th>SSCAC FY16 Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>Single Parent Female</td>
<td>29</td>
<td>10%</td>
</tr>
<tr>
<td>Single Parent Male</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Two Parent Household</td>
<td>39</td>
<td>14%</td>
</tr>
<tr>
<td>Single Person</td>
<td>169</td>
<td>60%</td>
</tr>
<tr>
<td>Two Adults - No Children</td>
<td>40</td>
<td>14%</td>
</tr>
<tr>
<td>Other/No Response</td>
<td>4</td>
<td>1%</td>
</tr>
</tbody>
</table>

---

Agency-wide data collection systems do not specify Brazilian or Cape Verdean as separate ethnic groups. Given the growing Brazilian Portuguese and Cape Verdean populations in SSCAC’s service area, it was included as a separate category of ethnicity in the respondent demographic section of the Community Assessment Survey.
## Town of Residence

<table>
<thead>
<tr>
<th>Town of Residence</th>
<th>SURVEY RESPONDENTS</th>
<th>SSCAC FY16 CLIENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>Carver</td>
<td>51</td>
<td>18%</td>
</tr>
<tr>
<td>Duxbury</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Hanover</td>
<td>11</td>
<td>4%</td>
</tr>
<tr>
<td>Hull</td>
<td>18</td>
<td>6%</td>
</tr>
<tr>
<td>Kingston</td>
<td>27</td>
<td>10%</td>
</tr>
<tr>
<td>Marshfield</td>
<td>26</td>
<td>9%</td>
</tr>
<tr>
<td>Norwell</td>
<td>8</td>
<td>3%</td>
</tr>
<tr>
<td>Pembroke</td>
<td>15</td>
<td>5%</td>
</tr>
<tr>
<td>Plymouth</td>
<td>110</td>
<td>40%</td>
</tr>
<tr>
<td>Plympton</td>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>Scituate</td>
<td>8</td>
<td>3%</td>
</tr>
<tr>
<td>Total</td>
<td>278</td>
<td></td>
</tr>
</tbody>
</table>

## Highest Level of Education Completed

<table>
<thead>
<tr>
<th>Highest Level of Education Completed</th>
<th>SURVEY RESPONDENTS</th>
<th>SSCAC FY16 CLIENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>0 to 8th grade</td>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>9th to 12th grade</td>
<td>38</td>
<td>13%</td>
</tr>
<tr>
<td>HS Diploma/GED</td>
<td>101</td>
<td>36%</td>
</tr>
<tr>
<td>Some college</td>
<td>79</td>
<td>28%</td>
</tr>
<tr>
<td>2 or 4 year college degree</td>
<td>46</td>
<td>16%</td>
</tr>
<tr>
<td>Other</td>
<td>16</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>283</td>
<td></td>
</tr>
</tbody>
</table>

## Annual Household Income

<table>
<thead>
<tr>
<th>Annual Household Income</th>
<th>SURVEY RESPONDENTS</th>
<th>SSCAC FY16 CLIENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent</td>
</tr>
<tr>
<td>$0 - $4,999</td>
<td>21</td>
<td>7%</td>
</tr>
<tr>
<td>$5,000-$9,999</td>
<td>26</td>
<td>9%</td>
</tr>
<tr>
<td>$10,000-$14,999</td>
<td>64</td>
<td>23%</td>
</tr>
<tr>
<td>$15,000-$19,999</td>
<td>58</td>
<td>20%</td>
</tr>
<tr>
<td>$20,000-$24,999</td>
<td>45</td>
<td>16%</td>
</tr>
<tr>
<td>$25,000-$29,999</td>
<td>16</td>
<td>6%</td>
</tr>
<tr>
<td>$30,000-$39,999</td>
<td>19</td>
<td>7%</td>
</tr>
<tr>
<td>$40,000-$49,999</td>
<td>8</td>
<td>3%</td>
</tr>
<tr>
<td>$50,000+</td>
<td>12</td>
<td>4%</td>
</tr>
<tr>
<td>No Response</td>
<td>14</td>
<td>5%</td>
</tr>
</tbody>
</table>
SECTION 8 – KEY FINDINGS: COMMUNITY ASSESSMENT

From all primary and secondary data sources, a clear and consistent picture of community needs emerges. Low income individuals and families in SSCAC’s service area continue to struggle to earn livable wages and have basic needs for affordable housing, affordable and nutritious food, high quality, affordable childcare, heat and utilities, transportation, and help with substance abuse (specifically opioids). In response to the Great Recession, the number of people in need of assistance grew considerably and, though declining, has yet to return to pre-Recession levels even after 8 years since the Recession officially ended. The table below shows the changes in SSCAC’s client base over the past 10 years.

As noted earlier, the National Bureau of Economic Research dates the start of the Great Recession at December, 2007. Further, Plymouth County was hard hit by the housing crisis associated with the Great Recession, as seen in the number and proportion of foreclosures. South Shore residents continue to experience lingering financial instability and the ongoing volume of people in need of our assistance. Further, effective FY09, DHCD increased Fuel Assistance eligibility levels to include households earning 60% of the State Median Income, thereby rendering large numbers of households eligible for services for which they had previously not been eligible. This expanded eligibility threshold is still in place, allowing SSCAC to provide vital assistance to low income households during cold winter months.

Community Needs

SSCAC’s Community Assessment Survey gathers the most detailed information directly from low income individuals about their needs and experiences. To determine if there are service needs not currently being met by SSCAC, low-income survey respondents were prompted with
open-ended, write-in questions asking them to identify the top 3 needs in their communities. The table below shows the breakdown of these write-in responses:

<table>
<thead>
<tr>
<th>Community Need Identified by Low-Income Survey Respondents</th>
<th>Top</th>
<th>Count</th>
<th>%</th>
<th>Second</th>
<th>Count</th>
<th>%</th>
<th>Third</th>
<th>Count</th>
<th>%</th>
<th>Total</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing (shelter for the homeless, housing for seniors and disabled)</td>
<td>38</td>
<td>25%</td>
<td>20</td>
<td>16%</td>
<td>9</td>
<td>8%</td>
<td>67</td>
<td>17%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affordable Food (fresh food, pantries, SNAP access)</td>
<td>25</td>
<td>17%</td>
<td>18</td>
<td>14%</td>
<td>13</td>
<td>12%</td>
<td>56</td>
<td>14%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation (to medical appointments, for the elderly/disabled, public)</td>
<td>12</td>
<td>8%</td>
<td>11</td>
<td>9%</td>
<td>11</td>
<td>10%</td>
<td>34</td>
<td>9%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fuel Assistance (utility, heating)</td>
<td>11</td>
<td>7%</td>
<td>11</td>
<td>9%</td>
<td>12</td>
<td>11%</td>
<td>34</td>
<td>9%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Substance abuse/opioid education and treatment</td>
<td>17</td>
<td>11%</td>
<td>11</td>
<td>9%</td>
<td>4</td>
<td>4%</td>
<td>32</td>
<td>8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health care (affordable health/dental insurance, doctors who accept MassHealth)</td>
<td>2</td>
<td>1%</td>
<td>5</td>
<td>4%</td>
<td>12</td>
<td>11%</td>
<td>19</td>
<td>5%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobs (opportunities, training)</td>
<td>4</td>
<td>3%</td>
<td>7</td>
<td>5%</td>
<td>5</td>
<td>4%</td>
<td>16</td>
<td>4%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child Care</td>
<td>1</td>
<td>1%</td>
<td>3</td>
<td>2%</td>
<td>8</td>
<td>7%</td>
<td>12</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Percentages above are calculated using a baseline of the number of respondents who wrote in a response for the open-ended question asking the respondent to identify the top 3 needs in their communities. For example, 151 people identified a top need in their community. Of those 151 respondents, 38 identified housing as the top need, or 25%. In all, there were 392 responses specified identifying the top 3 needs in the community. The total column shows the total number of times a particular need was identified by respondents. For example, affordable food was
identified 56 times as among the top 3 community needs, representing 14% of the total 392 responses.

SSCAC asked employees, Board members, and stakeholders to identify the top 3 needs of low income families on the South Shore. The table below summarizes their responses:

**Summary of Top 3 Needs of Low-Income Families**

<table>
<thead>
<tr>
<th>Respondent Type</th>
<th>Top</th>
<th>Second</th>
<th>Third</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSCAC Staff</td>
<td>Child Care</td>
<td>Food</td>
<td>Heat/Fuel Assistance</td>
</tr>
<tr>
<td>SSCAC Directors &amp; Managers</td>
<td>Child Care</td>
<td>Housing</td>
<td>Food</td>
</tr>
<tr>
<td>SSCAC Board of Directors</td>
<td>Housing</td>
<td>Opioids</td>
<td>Under-employment</td>
</tr>
<tr>
<td>LI Clients/Community Members</td>
<td>Housing</td>
<td>Food</td>
<td>Transportation/Fuel Assistance</td>
</tr>
</tbody>
</table>

The Community Assessment Survey also asked low income respondents closed-ended questions about the needs and experiences of respondents themselves.

**Housing**

As discussed in the Community Profiles, the suburban/rural composition of the South Shore translates into limited availability of affordable housing for low-income South Shore residents. The housing stock in many towns served by SSCAC predominantly consists of single family, owner-occupied housing with few rentals or apartments to create affordable housing opportunities for low income people. Median monthly rental costs and homeowner costs in SSCAC’s 14-town primary service area, as well as its Fuel Assistance service area on Cape Cod and the Islands, far exceed that of Plymouth County and the Commonwealth. Affordable housing on the South Shore was identified as a top need for families by low income respondents to our Community Assessment Survey, SSCAC Directors and Manager, SSCAC Board members, and community stakeholders. From Community Assessment Survey, we find:

- 31% of respondents never or only sometimes are able to pay their rent/mortgage on time,
- 12% of respondents are on a waitlist for a subsidized housing voucher,
- 25% percent have stayed with family/friends because they did not have a home or apartment of their own, and

*I called and inquired about Section 8 Housing, but was told the wait would be approximately 15 years.*

- Community Assessment Survey Respondent
- 8% have stayed outside, in a car, or in a public place because they did not have their own home or apartment. This percentage climbs to 18% for Fuel Assistance clients.

CACCI’s Community Assessment Survey of low income households on Cape Cod and the Islands finds:

- 49% of respondents reported their rent/mortgage payment exceeds 50% of their income,
- 39% reported having difficulty paying for heat,
- 33% had telephone and or utilities shut off within the past five years, and
- 27% reported living in overcrowded conditions.

Through focus groups on Martha’s Vineyard and Nantucket, as well as stakeholder interviews, CACCI echo these quantitative findings about the lack of affordable housing and the need for stable, year round housing. Similar to SSCAC’s findings, CACCI’s qualitative data also shows low income people who are able to obtain a housing voucher still face challenges finding housing due to the limited availability of rentals. Finally, CACCI’s research finds that low income people feel other problems could be solved if housing issues were resolved.

Food Insecurity

Low income people throughout the South Shore struggle with food insecurity and accessing food resources in their communities. SSCAC Staff, Directors and Managers, Board members, Community Assessment Survey respondents, and community stakeholders all identified food insecurity and lack of access to nutritious food as top family needs for people with low income on the South Shore. From our Community Assessment Survey:

- 20% of respondents cannot afford to eat balanced meals
- 44% of respondents get food from a pantry. The highest rates among Head Start/Early Head Start parents, followed by Fuel Assistance clients, with low income community members not involved with SSCAC accessing food pantries the least (only 24%).
- 52% run out of food and cannot afford to buy more
- 34% skip meals because there isn’t enough money for food
- 32% are hungry but don’t eat because there isn’t enough money for food
- 23% have lost weight because there isn’t enough money for food
- 17% of adults have gone a whole day without eating because there isn’t enough money for food

A subset of questions surveyed respondents about the effects of poverty on their children’s hunger and nutrition. Fuel respondents report greater difficulty meeting their children’s food and nutrition needs Head Start/Early Head Start and Community respondents.

“I spend $11.29 every 3 days for Ensure & due to weight loss & malnutrition. But I have cut back on this due to I can't afford the price.”

-Community Assessment Survey Respondent
33% cannot afford to feed their children balanced meals
18% of respondents report their children don’t eat enough because they cannot afford enough food
6% cut their children’s meal size because there isn’t enough money for food. This number increases for Fuel Assistance clients, 21% of whom cut their children’s meal size
33% of respondents get food from their children’s school
21% of respondents feel their children don’t get enough food to eat during school vacations
21% report their children are hungry but they cannot afford to buy more food
10% of children skip meals because there isn’t enough money to buy more food
4% of children go the whole day without eating. This number increases to 10% for Fuel Assistance clients.

Sixty-eight percent of Head Start/Early Head Start respondents get food from a pantry, higher than Fuel Assistance and Community respondents. Further, Fuel Assistance and Head Start/Early Head Start parents access food through their children’s schools in roughly equal percentages. Community respondents report lower rates of food insecurity and access to food resources than Fuel Assistance and Head Start/Early Head Start respondents.

**Transportation**

Community stakeholders, low income survey respondents, Head Start Parent Focus Group Participants, and Board members identified transportation as a need for communities and families with low income. As detailed in the Community Profile Section, residents needing public intra- or inter-town transportation on the South Shore have few or no public transportation options available to them. Low income respondents to our Community Assessment Survey report:

89% have a vehicle
38% can afford to always/often make repairs
51% can always afford to insure their vehicle
45% can never or only sometimes afford to keep gas in their vehicle
25% can borrow a car or get a ride if needed
83% report that public transportation can never or sometimes take them where they need to go
18% take a taxi because public transportation cannot get them where they need to go.
• 24% of respondents need handicap accessible transportation for themselves or a disabled family member
• 31% report it is hard to shop for food because they did not have a way to get there
• 27% have sometimes/often missed doctor’s appointments because they did not have a way to get there
• 16% report that it is sometimes/often/always hard to find/keep a job because they do not have a way to get there

Beyond the initial expense of purchasing a vehicle, low income families struggle to maintain and operate the vehicles they have. Lack of transportation creates obstacles and challenges for daily living, such as getting to/from a job, shopping for food, or going to doctor’s appointments. Given the large geographic area of the towns served by SSCAC, transportation costs in terms of gas or taxi fares consume a larger proportion of household budgets than would be the case in a more densely populated region with a more developed public transportation system.

Heating/Utilities

Survey respondents, Head Start Parent Focus Group participants, stakeholders, Board members, and SSCAC Directors, Managers, and staff all indicate that low income individuals and families continue to struggle to heat their homes and pay for utilities. More affordable rentals and homes are older, single family homes located throughout the South Shore. While these older homes may be more affordable in terms of rent or mortgage, they are also less energy efficient and ultimately increase the energy costs of those who can least afford it. From our Community Assessment Survey:

• 42% of respondents never or sometimes receive enough fuel assistance to keep their homes warm
• 68% can never or only sometimes afford to pay for a fuel delivery on their own once their fuel assistance ends
• 29% have run out of fuel to heat their homes.
• 56% have cut back on food or medicine to pay utility bills
• 46% never or only sometimes pay their electric or gas bills on time
• 19% have experienced a utility shut off
• 66% never or only sometimes can afford to maintain their heating systems
• 63% never or only sometimes can afford to keep their homes in good repair
• 10% of respondents have no insulation in their homes and 26% have some

CACCI’s Community Assessment Survey of low income households on Cape Cod and the Islands finds:

“Cannot afford upkeep of my home or repair of appliances including the heating system if needed. I need to try and get a loan to pay for heat but unsuccessful.”

-Community Assessment Survey Respondent
• 39% reported having difficulty paying for heat, and
• 33% had telephone and or utilities shut off within the past five years.

Respondents to SSCAC’s Community Assessment Survey have to make trade-offs between basic necessities like food, utilities, and medicine, with Fuel respondents reporting higher rates than Head Start/Early Head Start respondents. This is a similar trend to that reported in 2011 and 2014. Community respondents had the highest rate of often having utilities shut off, as compared to Fuel and Head Start/Early Head Start respondents.

Child and Family Development

Finding high quality, affordable child care continues to be a challenge for low income South Shore families, as identified by Board members, SSCAC Staff, Directors and Managers, Community Assessment Survey respondents, Head Start focus group participants, and community stakeholders. The availability of high quality, affordable child care directly impacts parents’ ability to seek and retain employment. As such, low income families need child care to improve the financial stability of their households. From our Community Assessment Survey:

• 15% need help finding affordable child care and 14% need help finding affordable infant care
• 64% of respondents with children attending preschool feel it is high quality. That percentage increases to 95% for Head Start/Early Head Start survey respondents.
• 31% need full day child care
• 41% need child care for the whole year
• 9% have access to services for their special needs preschooler
• 19% need advice and support with parenting
• 44% need help finding family activities in their town. This percentage increases to 67% for Community respondents.

Substance Abuse/Opioids

Plymouth and the South Shore have been something of a “ground zero” for the opioid epidemic in Massachusetts. Assistance with prevention, intervention, and recovery for substance abuse and opioid addiction were identified as community and family level needs by Head Start/Early Head Start parent focus group participants, low income survey respondents, community forum participants, Board members, and community stakeholders. From our community Assessment Survey:

• 7% of respondents reported they or someone in their family have a problem with alcohol,
• 4% reported they or someone in their family has a problem with opioids or other drugs,
• 8% of respondents reported they or someone in their family has received treatment for substance use, and
• 11% of respondents feel that treatment for opioids and other substances are the top need in their community.

**Employment**

Even with low unemployment rates, job training and job placement were identified as family needs by survey respondents, Board members, community stakeholders, Head Start Parent focus group participants.

• 32% of survey respondents were unemployed
• 55% of employed respondents worked in part-time or temporary positions
• 31% of respondents worked part-time because they could not find full-time work
• 59% of employed respondents have to work more than one job to make ends meet. This number increases to 68% for Fuel Assistance respondents.
• 68% of respondents who are able to work indicated an interest in job training.

As the region recovers from the high unemployment rates of the Recession, Board members, stakeholders, Head Start Parent Focus Group participants, and SSCAC staff spoke to the problem of under-employment where low income people take low-paying jobs that they are over-qualified for, just to be employed, which also reflects a disconnect between employee’s skills and the job they have.

**Finances**

All respondents to our Community Assessment Survey reported that they struggle financially, however Head Start/Early Head Start respondents appear to be somewhat more financially vulnerable than Fuel and Community respondents.

• 53% of respondents never or sometimes have enough money to pay monthly bills. This number increases to 62% for Head Start/Early Head Start respondents.
• 52% borrow money to pay for food, rent, or other reasons. This number increases to 63% for Head Start/Early Head Start respondents.
• 79% use their income tax refund to pay debt/overdue bills or to build savings
• 45% pay to have their income taxes prepared
• 29% have bad credit. This number increases to 50% for Head Start/Early Head Start respondents.
• 18% do not know if they have bad credit

“We (me and wife) don't make enough money to support ourselves and our 3 kids, rent only is $1295 monthly.”
- Community Assessment Survey Respondent

“This is the longest I've been without a car. But it was giving me too many problems and I couldn’t fix it. And, you know, I’m low on cash. And I’d rather get food than fix up my car. It’s more important. So it’s a daily struggle.”
- Head Start Parent
46% of respondents never/sometimes are able to pay their electric or gas bill on time. This number increases to 71% for Head Start/Early Head Start respondents.

Thirty-nine percent of respondents report a household income of less than $15,000, well below the federal poverty level of $24,250 for a family of four in 2016. As discussed in Section 3, MIT’s Living Wage Calculator reveals that a family of four with 2 working parents in Plymouth County actually needs a household income of roughly $70,595 per year to meet basic needs. Even a single adult without children working full time and earning the minimum wage ($11.00 per hour; $22,880 per year) cannot cover his or her basic living expenses. To be economically self-sufficient, a single adult in Plymouth requires an income of $26,354.32

Healthcare

Against the backdrop of the continued debate over the Affordable Care Act, low income individuals and families continue to struggle to access affordable health and dental care.

- 11% of respondents always/often need information about how to get health insurance
- 35% report their health insurance is never or only sometimes affordable
- 52% have difficulty affording prescription medicine
- 41% have medical bills they cannot afford to pay
- 37% never or sometimes get regular medical and dental check-ups
- 16% of respondents’ children do not have a pediatrician
- 16% of respondents’ children are not current on their immunizations
- 32% of respondents’ children do not go to the dentist
- 39% of respondents report their children have never been tested for lead or are not sure

Education

Most respondents to our Community Assessment Survey seem to be faring well with regard to education, with 86% having attained a high school diploma/GED/HiSET or higher.

- 55% need after school care for their school age children
- 26% report they or a family member needs help finding a HiSET program
- 58% report they or a family member need college or job training courses

Of those respondents who expressed interest in job training courses:

- 25% are interested in certificate courses
- 34% are interested in computer training
- 18% are interested in health care training
- 23% are interested in job search

32 The Living Wage Calculator varies depending on the composition of the household. For example, a family of four made up of one adult and one child has a higher Living Wage threshold than a family of four made up of two working adults and two school-age children.
Participants in SSCAC’s community stakeholder forum connected after school programming for youth with community efforts to prevent substance use among youth. They further identified the need for alternatives traditional 4 year colleges to create employment pathways for young adults graduating from high school.

Community

One challenge for low income individuals and families lies in the isolation that can sometimes exacerbate their already fragile lives. To assess the feeling of community connection, the Community Assessment Survey asked respondents about the extent and means by which they stay informed about things in their communities.

- 59% watch public access television
- 69% have internet access at home
- 90% have a cell phone
- 65% know how to access legal help if they need it

Family

Substance abuse and domestic violence are destabilizing forces in the lives of low income people. The Community Assessment Survey sought to identify the prevalence of substance abuse or domestic violence among low income individuals and families. As noted above, 7% of respondents reported they or someone in their family has a problem with alcohol. This rate is comparable to prevalence found in a MA Department of Public Health 2002 study which found 7% of low income Massachusetts adults reported being heavy drinkers (60 or more drinks per month for men, 30 or more drinks per month for women). For our Community Assessment Survey, 4% of respondents reported they or someone in their family has a problem with opioids or other drugs. Eight percent report they or someone in their family has experienced domestic abuse or teen dating violence. Similarly, 7% report they or someone in their family has called the police during an argument. Prevalence research of intimate partner domestic and sexual violence finds that 25% of women and nearly 8% of men have been raped and/or physically assaulted by an intimate partner. Given the discrepancy between the rates of domestic violence self-reported by our Community Assessment survey respondents and rates of domestic violence identified in prevalence research, these survey findings should be interpreted with caution.

“My daughter is in 6th grade and everything is on the iPad. They provide the iPad. But of course you have to have internet at home. I’m like, oh my God. Many times, I have the intention to cut it off because it’s too much. But then how would she do her homework?”
-Head Start Parent

Community Strengths

In addition to identifying the community needs through our assessment process, SSCAC also gathered information about the strengths and resources in our communities to help meet the needs of low income families. SSCAC asked focus group participants, staff, Directors, Managers, Board members, and stakeholders to identify strategies and/or projects in their communities that they feel are working particularly well to respond to the needs of low income families. Below are descriptions of general strengths and specific resources/projects/initiatives identified by SSCAC staff, Directors, Managers, Board members, and community stakeholders.

Partnerships and Collaborations

As noted in SSCAC’s Internal Assessment detailed in Section 9 to follow, the collaborative and supportive relationships that SSCAC has with many sectors throughout our service area, including other human service providers, social organizations, and our legislative delegation are strengths in our communities and for SSCAC as well. SSCAC staff, Directors, Managers, Board members, and community stakeholders all spoke of the breadth of the partnerships and locally coordinated efforts in our South Shore communities. Board members and stakeholders in particular identified the multi-faceted nature of problems such as housing and substance abuse which, in turn, require a multi-faceted and coordinated community response.

Stakeholders and SSCAC Directors/Managers identified the openness and collaboration among public and private entities which often work collaboratively together to solve problems at the local level. Each specific initiative detailed below represents this public/private collaborative approach. The attentiveness of the region’s legislative delegates to the issues and concerns facing low income families on the South Shore is further evidenced in their participation in local initiatives and participation in SSCAC’s Community Assessment and Strategic Planning process. Two of SSCAC’s Board Members are Selectmen. Each of these Board members participated in community assessment interviews.

Councils on Aging

SSCAC staff, Board members, and stakeholders identified Councils on Aging as being important resources in our communities. Many of SSCAC’s programs have a long history of working with area COAs for the purposes of promoting our services among potential clients and coordinating service delivery for older, low income people. Our Fuel Assistance Program works with COAs throughout the South Shore, Cape Cod, and the Islands for outreach and application materials collection. Our Food Resources Program partners with COAs on the South Shore to provide bagged food on a monthly basis to homebound elders through their Meals on Wheels programs and to deliver farm-fresh produce to COAs during the summer months. Our Transportation Program provides door-to-door handicap-accessible transportation for COA clients to/from medical appointments and other trips throughout Plymouth County. Our South Shore Early

“I think SSCAC along with other agencies and law makers have made great strides in what they provide for the low income [people] in our area.”

-SSCAC Director/Manager
Education program and South Shore Family Network collaborate with COAs working with grandparents raising grandchildren. Over the course of the past year, the Plymouth COA Director convened community stakeholders to address the problem of older homeless women. These meetings produced some positive results namely 1) the identification of the number on any given day of 35 women over the age of 55 that were homeless or near homeless, 2) a pilot by the Task Force for the Homeless for overnights of hospitality for women, and 3) the identification of 2 surplus beds/rooms with all day and all night availability. With the aging of the baby boom population on the South Shore, COAs will continue to play a critical role in meeting a variety of needs of a growing population of older residents.

Churches/Faith-based Organizations

SSCAC Board members and parents who participated in our Early Head Start/Head Start parent focus groups identified churches and faith-based organizations as being helpful resources for low income families on the South Shore. Focus group participants spoke of holiday gifts, food pantries, donated clothes, and household basics that they have received from their local churches. As one SSCAC Board member noted, churches and faith-based organizations help their parishioners in need “quietly and without public knowledge.” Sowing Seeds in Marshfield was identified by an SSCAC Board member as a strength and resource for that community. Sowing Seeds was created through a collaboration of churches in 1993 and has since worked to provide clothing, furniture, transportation, and other emergency assistance for Marshfield residents in need. Similar to our work with the COAs, many of SSCAC’s programs partner with churches and other faith-based organizations throughout the South Shore. Our Food Resources Program provides emergency food to pantries and soup kitchens operated by more than a dozen faith-based organizations, while still others run food drives to collect and donate food to our Food Resources Program.

Community Colleges

Community stakeholders identified the importance of non-traditional post-secondary education and vocational training to help younger workers develop career pathways and to overcome the mismatch of workers’ skill to available jobs. Since moving to our location on Obery Street in Plymouth, SSCAC has worked closely with Massasoit Community College (MCC) to increase local opportunities for low income area residents to access post-secondary education and job-specific training. MCC maintains a classroom at SSCAC’s Obery Street building to offer courses through its Corporate and Community Education office. In addition, SSCAC partners with MCC to provide job-related coursework for our South Shore Early Education and Transportation program staff. Beyond its coursework in Plymouth, MCC’s student support services include its Choices Program for students on DTA, SNAP, MassHealth, etc. which provides career counseling, academic advising, and assistance with course selection based on individualized education plans and its Homeless Student Emergency Fund to help students who are homeless to continue with their education.
Substance Abuse Prevention/Treatment/Recovery Efforts

Community stakeholders identified youth programs as serving an important role in our communities, particularly in the context of substance abuse prevention efforts. Stakeholders specifically identified the Young People’s Alliance of Carver (YPAC), the Hull Alliance for the Prevention of Substance Abuse (HAPSA), and the Manomet Youth Center which provide after-school activities and programs to provide a safe haven that enables young people to reach their greatest potential, contribute to the communities, and avoid the potential dangers of drug use and abuse. Each of these initiatives embodies the public-private, coordinated community collaboration needed to address the complex problem of substance abuse and opioid addiction. The past year also saw the creation of the Plymouth Recovery Center (PRC) which, similar to the Massasoit Community College classroom, is co-located at SSCAC’s Obery Street facility. With funds raised from the community, the PRC uses a peer-to-peer, holistic approach for supporting those who are recovering from addiction. Co-locating at SSCAC will help PRC clients connect with other services offered by SSCAC and serve as a clearinghouse for other community resources.

Housing

Community stakeholders and SSCAC Board members spoke of a range of community resources on the South Shore for addressing the shortage of affordable housing on a number of fronts. MGL Chapter 40B was identified as a potential vehicle for increasing the amount of affordable housing that would require zoning reform, support from local planning and zoning boards, and commitment from the Commonwealth to enforce Chapter 40B affordable housing guidelines to be truly effective.

Recognizing the limitations of and challenges associated with developing new affordable housing units on the South Shore sufficient to meet the region’s needs, one stakeholder spoke of the potential for re-purposing nursing homes as accessible and affordable housing. Given that their original construction was designed to accommodate those with ambulatory and other physical limitations, these re-purposed facilities would be particularly helpful for medically disabled people with specific accessibility needs and for whom doubling up with family and friends is not an option.

Stakeholders and Board members also discussed the growth of efforts on the South Shore to bridge affordable housing, homelessness/shelter services, and workforce training/job placement services. Currently, Father Bills & Mainspring’s Work Express and Secure Jobs initiatives provide workforce supports to assist those experiencing housing insecurity to train for jobs that will increase family self-sufficiency. Massasoit Community College students with Section 8 housing vouchers are also eligible for MCC’s Choices Program described above. During the height of the Recession, SSCAC partnered with Housing Solutions and Father Bills & Mainspring to provide its Commercial Driver’s License (CDL) Training and Job Placement program for low income, unemployed workers whose eligibility for housing vouchers was nearing its term-limits. This collaborative project resulted in 100% job placement for our CDL Training Program completers.
SECTION 9 – KEY FINDINGS: INTERNAL ASSESSMENT

As a counterpart to the Community Assessment detailed in Section 8, SSCAC also conducted an Internal Assessment to determine the extent to which SSCAC has been and will continue to be able to address the needs of low income people as identified in the Community Assessment. As with the Community Assessment, clear and consistent trends emerged from the Internal Assessment data, particularly with regard to the agency’s effectiveness, strengths, challenges, and the importance of partnerships. The findings form the basis for SSCAC’s Service Delivery System, as well as the Goals and Strategies.

**Agency Effectiveness**

Board members, community stakeholders, SSCAC Directors, Managers, and staff, Head Start Parent Focus Group participants, and Community Assessment Survey respondents feel the agency is effective at meeting the needs of low income South Shore residents. SSCAC Board Member, “[We’re] creative in how we marshal those resources. We’re tenacious and effective.” This sentiment is further echoed in the high satisfaction rate and positive spontaneous comments offered by survey respondents. Of those Community Assessment Survey respondents served by SSCAC, 98% were satisfied with the customer service they received from SSCAC staff and 97% were satisfied with the services they received.

**Agency Strengths**

Board members, community stakeholders, Directors, and Managers were all asked to identify SSCAC’s strengths. SSCAC’s responsiveness to individual clients and community needs, staff, and reputation in our communities were identified as strengths of the agency. Taken as a whole, these identified strengths build upon one another, resulting in an agency that is responsive, nimble, and reliable.

**Responsiveness:**

Community Assessment Survey respondents, Head Start Parent Focus Group participants, Board members, community stakeholders, and SSCAC Directors, Managers, and staff spoke to SSCAC’s responsiveness to client and community needs. As one Head Start Parent Focus Group participant explained, “I was able to talk with one of the employees here and to ask them, ‘Where can I go to get help and counseling and talk to someone. And they were able to help. So any way, if you go and ask for information, they say, ‘Okay, you call this, and this is what you can do.’ That’s very helpful. That’s positive as well. If something is bothering you,
there’s someone who can help you.” A full 95% of SSCAC Directors and Managers and 97% of SSCAC staff feel their programs are able to respond to changes in community needs. Services are informed by communities at the local level, such that the needs of low income individuals and families drives program development and service delivery. As with all Community Action Agencies, the tri-partite composition of SSCAC’s Board of Directors ensures local representation of the interests and needs of low income South Shore residents. Still further, every SSCAC program maintains an extensive network of collaborations with community based organizations throughout our service area. Where the Community Assessment and Strategic Planning process offers a systematic opportunity to assess community needs and SSCAC’s capacity to meet those needs, SSCAC active connections throughout the South Shore allow for ongoing communication about the needs of individuals and families served in common through existing programs, as well as the opportunities to expand and collaborate on new services.

Staff:

The strength of the agency is directly related to the strength of the staff. Survey respondents, Head Start Parent Focus Group participants, SSCAC Directors, Managers, Staff, and Board members, and community stakeholders alike identified SSCAC’s staff as a source of the agency’s strength and effectiveness. As one Board Member explained, “You have a great staff that’s very engrossed in the mission and they carry it forward in terms of meeting the needs of the community.” Research participants described the staff in terms of their extensive experience, commitment to clients, depth of knowledge, responsiveness to client needs, respectful and good-humored demeanor with clients, and teamwork.

The high level of staff teamwork and collaboration noted by research participants further translates into an integrated cross-referral system that helps connect clients with the full array of services on offer by SSCAC. In fact, 95% of Directors and Managers feel agency programs are integrated. Directors acknowledged some limitations to integration driven by funding sources. “This is our biggest weakness, after all of these years, we still operate in what I would call silos.” To encourage internal and external agency awareness and communication, SSCAC has made great strides in increasing use of its Facebook page and e-blasts to provide the community and staff with program-specific, human resources, and general agency information. Ninety percent of Directors and Managers find agency e-blasts to be useful for promoting communication and 79% visited the agency’s Facebook page.

Reputation

Board members, community stakeholders, Directors, Managers, and Staff feel SSCAC has a good reputation in their communities. As one community stakeholder noted, “I think you guys are great.” Interviews with community stakeholders carry particular weight as they provide a third-party perspective on the agency, its services, and its staff. Community stakeholders feel SSCAC is responsive to community needs and resourceful in helping clients connect with an array of services inside the agency and out in the community.
Staff knowledge, commitment, and experience identified by research participants are a reflection of the longevity and high staff tenure at SSCAC. Sixty-three percent of Directors and Managers and 34% of SSCAC staff responding to online surveys have been employed at SSCAC for more than 10 years. Another 32% of Directors and Managers and 35% of Staff have worked at SSCAC for 4 to 10 years. Staff longevity, in turn, speaks to the extent to which staff feels effective in the work they do. As noted above, full 95% of SSCAC Directors and Managers reported that they feel their programs are able to meet the growing needs of low income individuals and families. Staff longevity also reflects the support staff receives from the agency. Ninety-nine percent of Directors and Managers and 97% of Staff feel they have the tools and training they need to effectively do their jobs. Board members reported the senior staff and Executive Director maintain open and ongoing communication with the Board, which enables the Board to be effective in its governance of the agency.

**Agency Challenges**

**Funding Uncertainties:**

Board members, community stakeholders, Directors, and Managers all identified funding limitations as a challenge for SSCAC, as it is for other community agencies. Participants spoke to the impact of future funding uncertainty and the need for a more diversified funding base. Board members, Directors, and Managers also indicated the agency’s reliance on public funding sources, particularly federal funding, poses a challenge for the agency in light of the current federal budgetary environment. To address this challenge, research participants feel SSCAC should continue to be creative and proactive in pursuing all funding, including private donations, resources, and partnership opportunities.

**Limited Public Awareness:**

While SSCAC has earned a first-rate reputation among those who are familiar with the agency, Board members, community stakeholders, staff, Directors, and Managers feel SSCAC needs to continue to raise public awareness about its services. While SSCAC has made significant improvements in agency “branding” and use of electronic/social media to disseminate information both internally and in the community, Board members, Directors, and Managers indicated continued development of the agency’s public information efforts was seen as a critical component of SSCAC’s outreach to unserved populations, as well as its comprehensive fundraising and development strategy.

**Benefit Coordination:**

Several Board members and community stakeholders addressed the continued need to coordinate services in order to help families move from financial crisis to self-sufficiency. As low income people find themselves with multiple needs ranging from child care, to transportation, to job training and livable wages, SSCAC can and does play a role in coordinating internal and external

“There are still many families who do not know that this type of assistance is available.”

-SSCAC Staff Person
services, as well as providing information and referrals for people in need. One community stakeholder spoke particularly of SSCAC’s unique position as a multi-service community action agency to take a leadership role in terms of coordinating services and providing an information and referral hub on the South Shore.

Executive Succession:

In December 2016, SSCAC’s long-serving Executive Director, Patricia A. Daly, announced her retirement to the Board of Directors. Board members, Directors, Managers, and stakeholders all pointed to this executive succession as one of the challenges the agency faces in the near future. As one Board member noted, SSCAC’s Board will need to support the agency’s new Executive Director to ensure the leadership transition does not impact the agency’s momentum.

Agency Partnerships

Board members, community stakeholders, Directors, and Managers spoke to the continued importance of developing and leveraging new partnerships in order to maximize resources and make collateral referrals. More specifically, Board members, community stakeholders, and SSCAC Directors and Managers all identified opportunities for partnerships and collaborations with regard to our future efforts in the area of adult education and workforce development. Board members feel the agency might consider partnering with community colleges, high schools, Councils on Aging, behavioral health providers, Salvation Army, and others. Currently, SSCAC’s Executive Director serves as chair of the Workforce Committee of the South Shore Workforce Investment Board.

Other Findings

Through one-on-one Board interviews, members provided additional information and insight about their participation on the Board.

Board Diversity:

Board members noted the diversity of backgrounds represented on the Board and felt that the Board remains balanced in terms of members expressing their viewpoints. Members indicated there is trust and respect such that they feel comfortable expressing differing viewpoints.

Communication:

Board members spoke of the importance of communication between the Executive Director and the Board. They feel the Executive Director and Senior Management provides the Board with the information they need through Board packages and staff presentations so that they are sufficiently informed to make decisions on behalf of the agency and the communities it serves.
Commitment:

All Board members interviewed feel the Board is active and committed to the well-being of SSCAC clients and the agency as a whole. Board members pointed to the agency’s implementation of a cost-of-living adjustment for staff and ongoing support of staff as an ongoing Board accomplishment.
SECTION 10 – STRATEGIC GOALS

The Community and Internal Assessments reveal the need for continued or expanded services provided by SSCAC, combined with linkages with external community partners providing services that do not comport with SSCAC’s mission or current capacity. The top community and internal agency needs and SSCAC’s strategic goals align with the 3 National CSBG Goals:

- Individuals and families with low incomes are stable and achieve economic security.
- Communities where people with low incomes live are healthy and offer economic opportunity.
- People with low incomes are engaged and active in building opportunities in communities.

Below is a summary of the needs identified through our community assessment process and the CSBG service domains under which they fall.

<table>
<thead>
<tr>
<th>Identified Need</th>
<th>CSBG Domain</th>
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<tbody>
<tr>
<td>Affordable Housing (Inc. Heat/Utilities)</td>
<td>Housing</td>
</tr>
<tr>
<td>Affordable/Healthy Food</td>
<td>Health and Social/Behavioral Development</td>
</tr>
<tr>
<td>Accessible Transportation</td>
<td>Services Supporting Multiple Domains</td>
</tr>
<tr>
<td>Substance Abuse/Opioid Addiction</td>
<td>Health and Social/Behavioral Development</td>
</tr>
<tr>
<td>Affordable Health Care</td>
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<td>Affordable Child Care</td>
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<tr>
<td>Job Opportunities/Under-employment</td>
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<td>Income and Asset Building</td>
</tr>
<tr>
<td>Legal Access</td>
<td>Services Supporting Multiple Domains</td>
</tr>
</tbody>
</table>

To respond to the needs identified in our Community Assessment and leverage the existing strengths and resources in our communities, SSCAC will work toward achieving the following individual, family, community, and agency goals framed along the CSBG National Service Domains:

CSBG Domain: Housing

Need Statement

The high cost of housing and energy leaves low-income people vulnerable to living without adequate heat in the winter, or in extreme cases, vulnerable to potential homelessness. Low-income households spend a disproportionately high percentage of their limited incomes on energy related costs. An energy burden of more than 6% of income is considered “not affordable”. According to the 2012 Commonwealth of Massachusetts Annual LIHEAP Report, which is the most recent available at this writing, for LIHEAP delivered fuel households with an estimated average home heating cost of $2,800 annually, Fuel Assistance was able to reduce the gross energy burden (or percent of income spent on home heating) from 13.33% before
assistance to 9.26% after assistance. Also in 2012, for Massachusetts LIHEAP utility households with an estimated home heating cost of $1,100, Fuel Assistance was able to reduce the energy burden from 5.23% of income to 3% of income.

Forty-six percent of Community Assessment Survey respondents reported they are never or only sometimes able to pay their utility bills on time and 31% of respondents are never or only sometimes able to pay their rent/mortgage on time. Forty-two percent reported that they “never” or “sometimes” receive enough fuel assistance to keep their homes warm. Further, 68% of respondents can “never” or “sometimes” afford to pay for a fuel delivery on their own when their fuel assistance has ended. Fifty-six percent of respondents cut back on food or medicine to pay their utility bills. Twenty-four percent of respondents reported there were times when they did not have a home/apartment of their own. Eight percent of respondents have stayed outside, in a car, or some other public place because they did not have their own home/apartment. Housing (including heat and utility assistance) was identified by low income people, SSCAC Staff, Managers, Directors, and Board members as a top need for low income people in our communities.

Strategic Housing Goals

To address housing needs of low income people (including fuel, utility, energy conservation, and rent/mortgage affordability), SSCAC will pursue the individual and family goals of:

- helping low income households reduce their energy burden through fuel and utility assistance,
- assisting low income households with improving home energy efficiency through energy conservation programs, and
- providing emergency rent and/or mortgage assistance.

SSCAC will pursue community goals of:

- maintaining safe and affordable housing by improving the energy efficiency of homes through its energy conservation services,
- promoting civic engagement and community involvement by collaborating with local volunteer outreach sites to increase accessibility of fuel and utility assistance services, and
- providing information and referrals for low income households to local housing authorities, Housing Solutions, Pilgrim’s Hope, Father Bills and Mainspring, Housing Assistance Corporation, and other housing assistance providers for the purposes of receiving housing-related services not provided by SSCAC.

CSBG Domain: Health and Social/Behavioral Development

Need Statement

Low income people throughout the South Shore struggle with food insecurity and accessing food resources in their communities. Forty-four percent of respondents to SSCAC’s 2017 Community Assessment Survey indicated they get food from a food pantry, 34% “sometimes/almost
always/always” cut their meal sizes or skip meals because there isn’t enough money to buy food, and 52% have run out of food and have not had enough money to buy more. One third of respondents get food from their children’s school and one fifth feel their children don’t get enough food to eat during school vacations. Access to affordable and nutritious food was identified by low income people, community stakeholders, SSCAC Staff, Manager, Directors, and Board members as a top need in their communities.

Plymouth and the South Shore have been “ground zero” for the opioid epidemic in Massachusetts. Eleven percent of respondents to SSCAC’s 2017 Community Assessment Survey feel that treatment for opioids and other substances are the top need in their community. Assistance with prevention, intervention, and recovery for substance abuse and opioid addiction were identified as community and family level needs by Head Start/Early Head Start parent focus group participants, low income survey respondents, community forum participants, Board members, and community stakeholders.

**Strategic Health and Social/Behavioral Development Goals**

To address the nutrition and food security needs of low income people, SSCAC will work toward achieving the following individual and family goals of:

- providing emergency food assistance directly to low income people of all ages through its Food Resources Program, South Shore Early Education Program (including USDA funded meals and snacks), and Food Basket services.

SSCAC will pursue community goals of:

- coordinating the emergency food relief system on the South Shore through its Food Resources Program to collect, store, and distribute a half million pounds of emergency food each year,
- increasing the donated time of volunteers in support of our Food Resources program, and
- increasing the donated food to our Food Resources program.

SSCAC will pursue the agency goal of:

- promoting civic engagement and involvement of volunteers from all sectors of our communities to support our Food Resources program’s collection, storage, and distribution of emergency food.

To address the opioid crisis, SSCAC will pursue the community goal of:

- supporting the increase of community access to opioid addiction recovery services by leasing space to the Plymouth Recovery Center and creating a cross-referral system with the Plymouth Recovery Center, Beth Israel Deaconess-Plymouth, and other behavioral health services as appropriate.
CSBG Domain: Employment

Need Statement

Thirty-two percent of respondents to SSCAC’s 2017 Community Assessment were unemployed and 55% of employed respondents worked part-time or in temporary positions. Thirty-one percent of respondents worked part-time because they could not find full time work. Fifty-nine percent have to work more than one job to make ends meet. Sixty-eight percent indicated an interest in job training. Job training was identified by low income people, community stakeholders, SSCAC Board members, Directors, Managers, and Staff as a top need in their communities.

Strategic Employment Goals

To address employment needs, SSCAC will pursue the individual and family goals of:

- providing employment and skills training for low income Head Start/Early Head Start parents, and
- supporting SSCAC staff participation in job-related training and post-secondary education.

SSCAC will pursue community level goals of:

- increasing the number of adult education certificate training opportunities in our communities by continuing to lease space to and collaborate with Massasoit Community College, and
- collaborating with other employment partners including the Plymouth Chamber of Commerce, the Plymouth Career Center, Quincy College in Plymouth, and the South Shore Workforce Investment Board.

CSBG Domain: Education and Cognitive Development

Need Statement

Young children of low income families often experience social, physical, and developmental delays when compared to their peers from middle and upper income families, thereby jeopardizing readiness for formal schooling. Children’s acquisition of specific early literacy skills is predictive of later reading achievement. Further, family skills training has been found to significantly reduce problem behaviors, delinquency, and alcohol and drug abuse in children and to improve social competencies and school performance. Approximately 15% of Community Assessment respondents indicated they need help finding affordable preschool and infant/toddler care. Thirty-one percent need full-day care and 41% need year-round child care. Only 9% have access to services for their special needs preschooler. One-fifth of respondents indicated they need advice and support with parenting, while nearly half need help finding family activities in their town. Low income people, SSCAC Staff, Manager, Directors, Board members, and community stakeholders identified child care as a top need of low income families in our communities.
Most respondents to our Community Assessment Survey seem to be faring well with regard to education, with 86% having attained a high school diploma/GED/HiSET or higher.

- 26% report they or a family member needs help finding a HiSET program
- 58% report they or a family member need college or job training courses

**Strategic Education and Cognitive Development Goals**

SSCAC will support the educational and cognitive development of young children and adults. To address the early education needs of low income children, SSCAC will work toward achieving the individual and family goals of:

- ensuring low income infants, toddlers, and preschoolers have access to affordable high-quality, center-based and home-based early education and care and
- ensuring low income infants, toddlers, and preschoolers who are not currently involved in the early education and care mixed delivery system have local access to free, high-quality, community-based early education opportunities.

SSCAC will also work toward achieving the community goal of increasing opportunities for low income families to access child care by lengthening Head Start and Early Head Start school days and extending the Head Start school year.

SSCAC will pursue agency goal of increasing civic engagement and community involvement by increasing donations of time and resources in support of our South Shore Early Education program and our South Shore Family Network.

To address the education needs of low income adults, SSCAC will work toward achieving the individual and family goals of:

- ensuring low income parents of young children have access to parent education opportunities
- providing information and referrals for adult education opportunities

SSCAC will work toward achieving the community goal of creating and supporting local opportunities for low income adults to access post-secondary education.

**CSBG Domain: Income and Asset Building**

**Need Statement**

Low income households struggle to make ends meet. With limited household income and tight budgets, low income people fall behind on bills and develop bad credit. Yet 45% percent of respondents indicated they pay to have their taxes prepared and 31% prepare their own income tax returns. Fifty-two percent borrow money for food, rent, or other reasons. Seventy-nine percent of respondents to our 2017 Community Assessment Survey use their tax refund to pay debts/overdue bills or to build savings.
Strategic Income and Asset Building Goals

To help low income individuals and families maximize their income to pay debts/overdue bills or to build savings, SSCAC will pursue the individual and family goal of providing free income tax preparation and filing, claiming all eligible credits to maximize refunds, through our Volunteer Income Tax Assistance program.

SSCAC will pursue the community goal of increasing civic engagement and community involvement by increasing donations of time in support of our Volunteer Income Tax Assistance program.

SSCAC will pursue the agency goal of engaging volunteers to support the work of our Volunteer Income Tax Assistance program.

Outcomes Across Multiple CSBG Domains

Need Statement

The South Shore lacks a public transportation infrastructure, which creates obstacles for low income individuals and families to achieve positive outcomes across multiple domains. Eighty-nine percent of respondents to SSCAC’s 2017 Community Assessment Survey have a vehicle, but only 38% can afford to make repairs, 51% can afford to insure their vehicle, and 45% cannot always afford to keep gas in their vehicle. Further, eighty-three percent feel that public transportation cannot always take them where they need to go. Roughly one-fifth to one-third of respondents report that a lack of transportation makes it difficult to shop for food, make medical appointments, and/or keep a job. One quarter of respondents need handicap accessible transportation for themselves or a disabled family member. Low income people, community stakeholders, SSCAC Staff, Members, Directors, and Board members all identify transportation as a top need for low income people in our communities.

Similarly, area residents need help accessing legal services. Thirty-five percent of respondents to our 2017 Community Assessment Survey do not know how to access legal assistance if they need it. SSCAC’s strategic goals to meet the transportation and legal aid/consumer mediation needs of low income South Shore residents will achieve outcomes across multiple CSBG domains.

Strategic Goals Across Multiple CSBG Domains

To address transportation barriers for low income people, SSCAC will pursue the individual and family goals of:

- providing handicap accessible, door-to-door paratransit services for elderly and/or disabled people to/from medical appointments, adult day health centers, work programs, school, and other destinations,
• providing bus transportation to its South Shore Early Education centers in Plymouth and Marshfield from 5 towns in the Marshfield area and all low income neighborhoods in Plymouth, Kingston, and Carver.

SSCAC will also work to achieve the community level transportation goal of coordinating and supporting regional transportation services.

To address the legal aid/consumer mediation needs of low income people, SSCAC will pursue the individual and family goal of:

• providing free consumer education and mediation on behalf of low income consumers through our Consumer Aid program.

SSCAC will pursue the community goal of increasing civic engagement and community involvement by increasing donations of time in support of our Consumer Aid program.

SSCAC will pursue the agency goal of engaging volunteers to support the work of our Consumer Aid program.

**Strategic Goals for Agency Capacity**

SSCAC will maintain and strengthen its internal infrastructure and capacity to provide services for low income families and our communities through systematic evaluation and improvement of: Benefit Enrollment and Coordination, Development, Facilities, Fiscal Systems, Governance, Human Resources, Information/Technology, Planning, Public Information.

**SERVICE DELIVERY SYSTEM**

SSCAC’s incorporating towns are: Carver, Duxbury, Hanover, Hull, Kingston, Marshfield, Norwell, Pembroke, Plymouth, Plympton, and Scituate. Beyond these 11 CSBG-designated towns, SSCAC serves approximately 80 additional towns in southeastern Massachusetts primarily through our Fuel Assistance and Transportation programs. SSCAC operates administrative/program offices in Plymouth; 2 South Shore Early Education sites in Plymouth and Marshfield; a Fuel Assistance office in Hyannis, and partners with Dukes County Services on Martha’s Vineyard to collect Fuel Assistance applications and documentation.

**Fuel Assistance**

SSCAC’s Fuel Assistance Program helps pay for home heating fuel and utilities for households with incomes up to 60% of the State Median Income (SMI). The amount of assistance provided to Fuel Assistance clients is established each year based on household size, gross income, and vulnerability to energy costs. Traditionally, households with incomes up to 200% of the federal poverty guidelines are potentially eligible for fuel assistance. In 2009, the Department of Housing and Community Development (DHCD) expanded eligibility to include households that earn up to 60% of the SMI. Depending upon the number of household members, the FY14 SMI could be as much as $18,216 higher than the 200% federal poverty guidelines for an equivalent
High energy consumption is a factor that affects a household’s benefit level and is also used to identify households that could be eligible for and benefit from SSCAC’s conservation services. The Fuel Assistance Program is a vendor payment program, such that the fuel assistance payments are made directly to fuel vendors on behalf of clients. Payments are made for energy deliveries/usage incurred from November-April, or until funds are exhausted. Fuel Assistance eligibility also qualifies households with incomes up to 60% of the SMI for utility-sponsored discounts on electric, natural gas, and telephone bills.

**Fuel Assistance Program**

SSCAC’s Fuel Assistance Program grew significantly during the Recession as more and more households struggled to keep pace with rising fuel costs. While the number of applicants and households served has decreased from its historic highs in FY11, the program is only now starting to return to pre-Recession service need and provision. The Fuel Assistance Program uses an extensive outreach and enrollment network, including three staffed sites in Plymouth, Hyannis, and Martha’s Vineyard, as well as an additional 59 volunteer sites from Hull to Cape Cod and the Islands. Almost all energy programs require an applicant to apply in person with an authorized intake worker for the initial intake process. Publicity and general outreach for the Fuel Assistance Program includes press releases, cable TV announcements, notices on residents’ electric bills, and community meetings. Additionally, public utilities publish the agency name and phone number on monthly bills four times a year. Occasionally, vendors advise SSCAC that a client needs heating system services.

In addition to SSCAC’s Fuel Assistance program, SSCAC administers supplemental energy assistance programs including Citizens Energy, the Town of Dennis Fuel Assistance Program, the Joan Bentinck Smith Charitable Foundation, Martha’s Vineyard Endowment Fund, and the FEMA-funded Emergency Food and Shelter Program (EFSP). Fuel Assistance eligible households that use natural gas are able to receive additional fuel assistance through the Citizens Energy Program. The Town of Dennis funds a fuel assistance program for Dennis residents who exhaust their fuel assistance. Dennis residents who lived in the town prior to the program start,
who have less than $2,500 in discretionary funds in the bank, and who exhaust their federal fuel assistance, are eligible to receive a one-time vendor payment of up to $300. Funds donated by Joan Bentinck Smith’s Charitable Foundation and Martha’s Vineyard Endowment Fund, provide a supplemental energy assistance payment for Cape and Islands and Martha’s Vineyard Fuel Assistance households respectively. Finally, through the EFSP program, Fuel Assistance eligible households are able to receive a one-time utility vendor payment to assist with arrearages or current usage charges. In FY16, SSCAC served 74 households through these supplemental fuel assistance programs. Historically, SSCAC has served 100-200 households with this supplemental funding. In FY16, however, a delay in the allocation and distribution of FEMA funds resulted in households not receiving this assistance until FY17.

**HEARTWAP**

The federally-funded HEARTWAP burner repair and replacement program helps families lower their heating bills through measures to improve their home heating system’s efficiency. Services available under this program include oil-, propane-, or gas-burner repair and replacements and emergency clean-outs and tune-ups where unsafe or inoperable heating systems are repaired or replaced at no cost. The program is open to income-eligible homeowners (up to 60% of the State Median Income) in the following 15 South Shore towns: Carver, Cohasset, Duxbury, Halifax, Hanover, Hingham, Hull, Kingston, Marshfield, Middleborough, Norwell, Pembroke, Plymouth, Plympton, and Scituate. The application and eligibility guidelines for the HEARTWAP burner repair program are the same application and eligibility criteria used by the Fuel Assistance program, thereby eliminating the burden of completing a separate application for this supplemental service. SSCAC employs 2 DOE-certified heating system auditors/inspectors (one of whom is also certified as a Quality Control Inspector QCI) to determine the scope of the work to be performed for an eligible household. The HEARTWAP program currently subcontracts with 45 local heating system repair vendors who then bid for the heating system work to be performed and provide the services. In FY16, SSCAC’s HEARTWAP program served 595 households, including 90 heating system replacements. Over the past 5 years, SSCAC’s HEARTWAP Program effectively built collaborations and leveraged funding through contracts with private utility companies to expand its services.

**Weatherization**

Through the federally-funded Weatherization Program, income eligible families who either own or rent their home may have their home winterized at no cost. The program provides help with installation of weatherization measures and minor home repairs to prevent cold air from entering the house. Typical weatherization measures include:

- Air sealing to reduce infiltration
- Attic Insulation
- Sidewall Insulation
- Floor Insulation
- Pipe and/or Duct insulation
- Limited Energy Related Repairs
Homes also receive a thorough evaluation of the heating system as well as health and safety testing of all combustion appliances. Local licensed and insured private-sector weatherization contractors complete the work at no cost to the residents. The local agency inspects all completed work to be certain that the authorized work was completed according to program specifications. An average of $4,500 in allowable energy efficiency measures is available for eligible households. Households may also be eligible for a variety of utility funded energy efficiency programs that vary by utility service area.

Similar to the HEARTWAP program, the Weatherization Program also uses the Fuel Assistance application and eligibility guidelines to conduct intake and determine household eligibility for weatherization services. The Weatherization also implements a priority system for client selection, awarding additional points to the elderly, disabled, households with children age 6 and under, high energy use households, and Native Americans. As with the HEARTWAP program, the Weatherization Program is offered to residents of the following 15 South Shore towns: Carver, Cohasset, Duxbury, Halifax, Hanover, Hingham, Hull, Kingston, Marshfield, Middleborough, Norwell, Pembroke, Plymouth, Plympton, and Scituate. Two SSCAC Weatherization auditors assess household needs and establish the weatherization measures to be implemented. The Weatherization program subcontracts with 7 licensed and insured weatherization contractors who perform the scope of work. In FY16, SSCAC’s Weatherization program served 163 households. The Weatherization Program grew significantly due to the availability of ARRA federal stimulus funding. With the final pay-down of these ARRA funds, however, the Program took great strides to maintain its service capacity through collaborations and leveraged funding through contracts with private utility companies.

Appliance Management Program (AMPS)

Finally, SSCAC partners with NGRID and NSTAR to offer income eligible households a variety of other energy conservation measures through the Appliance Management Programs (AMPS). Through the AMPS program, clients receive energy audits specifically for electricity usage including metering the refrigerator to determine eligibility for a free replacement refrigerator and other no cost conservation measures, such as air conditioner replacement and energy efficient light bulbs. Similar to the HEARTWAP and Weatherization programs, the AMPS program uses the Fuel Assistance application for client intake and eligibility determinations, affording applicants with the ease of “one stop shopping”. In FY16, SSCAC’s AMPS program served 87 households, including 45 refrigerator/freezer replacements and 7 air conditioner replacements.

Transportation

SSCAC’s Transportation program provides transportation services for adult medical day care, doctor, and hospital visits for elderly, non-elderly handicapped clients, and eligible children. Municipalities and other human service agencies contract with the Transportation program to provide these services. Transportation is by appointment only for:

- Adult Day Health Programs
- Dialysis
- Doctor and Dental Visits
- Non-Emergency Hospital Visits
- Shopping Trips
- Social/Recreational Events
- Employment/Welfare to Work Programs
- Educational Facilities
- Metro Boston Hospitals and Other Medical Facilities

SSCAC’s Transportation program maintains an extensive network of 45 partnerships through its contracts with area Adult Day Health Programs, GATRA, MART, South Shore Elder Services, Old Colony Elderly Service as well as several towns in its service area. SSCAC is also an authorized vendor of the Commonwealth of Massachusetts Division of Medical Assistance (DMA). Eligible trips may be billed to one of the agencies mentioned above, or privately to the client using the program. Transportation services are offered Monday to Friday from 6:00 AM to 6:00 PM.

The Transportation Program derives its revenue through provision of services through multiple contracts with private, state and local entities. During the summer of FY13, SSCAC substantially expanded its Transportation Program due to the merger/closure of a non-profit organization providing transportation in the Greater Attleboro-Taunton area. Through this expansion, the Transportation Program was able to serve an additional 200 clients (increasing from 777 to 975 clients) and provide an additional 20,000 trips (increasing from 73,736 trips to 94,688 trips) in FY13 as compared to FY12. In FY16, the Transportation Program provided 187,852 trips to its 1,249 passengers. Transportation services remain a priority for SSCAC and, as such, the agency will continue its important collaborations with GATRA, MART, the MassDOT, and area transportation brokers to expand services to meet the needs of all low-income area residents.

### Housing Assistance

SSCAC also provides housing assistance to individuals or families who are struggling with rent/mortgage arrearage, currently homeless, or on the verge of becoming homeless. SSCAC traditionally utilizes a range of funding sources to provide housing assistance, including funding.
from the Patriot Ledger newspaper’s charitable foundation, Lend a Hand, and the FEMA-funded Emergency Food and Shelter Program (EFSP). The type of assistance available includes: one month’s rent/mortgage assistance with a current payment or arrearage or utility bill assistance. SSCAC also provides information and referral services to help connect clients with other SSCAC programs as well as other human service agencies, the Department of Transitional Assistance, as well as local and regional housing authorities. Through the Lend a Hand program, the Patriot Ledger collects donations from readers and distributes the funds to three South Shore social service agencies to provide intake, application processing, and assistance to residents in need of emergency assistance. The Lend a Hand campaign begins immediately following Thanksgiving, with funds expended by February. In FY16, SSCAC provided emergency assistance to 12 households through the Lend a Hand program, including rent/mortgage assistance and utility assistance. As noted above, FEMA EFSP funds were delayed in FY16. Both Lend a Hand and the EFSP programs use the Fuel Assistance application to determine household income. The Lend a Hand program also uses a program-specific intake form to collect information required by the Patriot Ledger. The Lend a Hand program is extremely important to SSCAC because it provides flexible funding to address a broad range of needs which are not allowable per funding guidelines established by SSCAC’s other sources of public and private funds.

Clients’ needs often rise at a much higher rate than government support for programs that help alleviate poverty or needs develop for which funding is not readily available. In response, SSCAC’s Board of Directors has established a process by which it can approve the expenditure of a specific quantity of Unrestricted Agency funds on an annual basis to help bridge the gap of these unmet needs. From time to time, this Board Fund is utilized for emergency services when Lend a Hand funds are exhausted, which typically occurs in February.

For households in need of housing assistance beyond SSCAC’s capacity, SSCAC makes referrals to local housing authorities, Housing Solutions, Pilgrim’s Hope shelter, Father Bills & Mainspring shelter, and Emergency Assistance at the Department of Transitional Assistance.

**South Shore Early Education**

As discovered through the Community Assessment, low income South Shore families need high quality, affordable, year-round early education and care for their infants, toddlers, preschoolers, and school age children.

For more than 50 years, SSCAC has provided high-quality early education services to children that include a variety of supports for children and families. South Shore Early Education (SSEE) is one the largest programs operated by SSCAC with centers in Plymouth and Marshfield. The early education and care services provided by SSEE are designed to create an ideal atmosphere that encourages children’s self-confidence, school readiness, independence, and intellectual curiosity. In 2006, South Shore Head Start was named a “quality program” by the federal government, a distinction that is said to be awarded to fewer than one percent of the nation's Head Start programs. Only 57 programs out of 20,050 Head Start centers nationwide received the honor bestowed by the federal Administration for Children and Families. Both child care centers focus on ensuring the highest quality of teacher-child interactions by maintaining 3
teachers and teacher assistants in each classroom, resulting in a 1:6 teacher-child ratio in preschool classrooms and a 1:4 teacher-child ratio in Early Head Start classrooms. Each site has attained accreditation from the National Association for the Education of Young Children (NAEYC).

South Shore Early Education’s largest program is the federally-funded Head Start program. Offered at both SSEE centers, the Head Start program provides a high quality, free preschool experience to children age 3 to 5 years old who meet federal income guidelines. Ten percent of Head Start slots are reserved for special needs children.

In addition to providing a rich preschool learning experience, Head Start offers transportation from designated bus stops, nutritious, USDA-funded snacks and meals, and a comprehensive range of health, dental, and social services. A central tenet of the Head Start program lies in the provision of social, educational, employment, and parenting supports to the parents of Head Start children. SSEE offers job training, volunteer opportunities, and a host of parent workshops for variety of topics of interest and importance to low income families. Head Start’s Fatherhood and Literacy Project holds regular “Buddy Nights” to reinforce the importance of parental reading to children.

SSEE also provides full day, year round preschool services funded by the Massachusetts Department of Early Education and Care, including Income Eligible Preschool for children living in low-income households, Supportive Preschool for children referred by the Department of Children and Families (DCF), and Homeless Preschool for children living in state certified homeless shelters. Through the Supportive Preschool program, SSEE staff maintains ongoing communication with area DCF offices to coordinate the preschool service with the family’s service plan. The Supportive Family Service Worker is responsible for ongoing assessments and family supports, quarterly parent teacher conferences, assessment of risk factors, monitoring the child’s attendance, referrals to outside resources as needed, and access to mental health and other consultants. When the child terminates from DCF, a comprehensive transition plan is developed with the family and supports are in place to ensure a smooth transition. Similarly, through the Homeless Preschool program, SSEE staff collaborates with shelter staff to ensure the provision of...
of quality child care for vulnerable homeless children. In FY16, SSEE served 143 Income Eligible, 14 Homeless, and 44 DCF Supportive. Finally, our Early Education program served an additional 16 children attending with a state-subsidized voucher and 18 children attending SSEE who paid privately.

In FY09, SSCAC applied for Head Start ARRA funding to bring Early Head Start to its Marshfield and Plymouth SSEE centers. As with the preschool Head Start program, Early Head Start service extends beyond the quality early education and care experience of the infants/toddlers to provide meals, transportation, health and social services, and a range of parent support services as well. In FY12, SSEE added Home-Based Early Head Start to its range of services as a full-year program option for children ages 3 months to 3 years old concentrating primarily on those children who cannot access transportation services. Families enrolled in the home-based EHS program receive the same comprehensive services as families enrolled in the center-based program. To support the ongoing development of parent-child relationships, families will also participate in socialization twice per month at the SSEE center in their respective towns. In FY16, SSEE served 126 infants and toddlers, including 10 children who attended with a state-subsidized voucher and 4 private pay.

In FY16, SSEE was awarded funding by the federal Administration for Children and Families to extend the “dose” and “duration” of its Head Start and Early Head Start services. Capacity building for this expansion began in FY17 with the expectation that the expanded services will begin in FY18. Through the expanded dose, Head Start and Early Head Start classrooms in Plymouth and Marshfield will be extended from 4-hour to 6-hour days. Through the extended duration, the Head Start school year will be extended from 160 days to 170 days at the Marshfield center.

All children involved in SSEE programs receive a range of physical and mental health supports. Specialists screen children for vision, hearing, height, weight, hemoglobin, hematocrit, and lead. All immunizations are checked and one of two licensed staff nurses provides follow up as needed. As part of a national Head Start initiative to ensure that participants get an annual dental exam, SSEE works with several area dental offices to provide a free dental exam for children without insurance, or for those families who were unable to secure a dentist with Mass Health. Mental Health services are provided on site by South Bay Mental Health and a licensed consultant. A resource guide entitled “Positive Guidance” is utilized throughout the year by teachers and training on the Positive Guidance approach is given to parents annually.

In addition to the daily meals and snacks provided to SSEE’s children, nutrition assistance is offered to families through internal collaboration with SSCAC’s Food Resources Program, which provides grocery bags filled with food to each of the SSEE centers. At each center, six families receive these bags of food for a period of three months. After the three months, the program rotates to another six families. Emergency food assistance is also available to any family requesting food. In addition, nutritional services are coordinated through the University of Massachusetts Extension program offering nutritional services to children, parents, and staff. On-site workshops for children and families are provided three times a year. The program additionally works with Share Our Strength to provide cooking classes for 10 families twice a year. A local area chef provides the cooking training and the Cook Manager provides the
nutritional information. Parents learn how to buy healthy foods on a budget and to stretch their food dollars. The local Council of Churches gathers resources throughout the year to deliver food to 25 needy child care families each month and also delivers holiday food items and other donations at holiday times. Similarly, SSEE initiated a program in 2007 aimed at addressing childhood obesity called “I Am Moving, I Am Learning.” The program focuses on both nutrition and movement and engages staff, parents, and children in identifying risk factors for obesity and encouraging all children to be active. The program includes several teacher trainings each year and promotes active play in the classroom and out of doors to engage children in physically activity at numerous times throughout the day.

**Food Resources Program**

SSCAC has taken a leadership role in providing community outreach and service coordination around hunger and food issues in the Greater Plymouth area. The need for nutrition assistance continues to be a priority for SSCAC and since 1992 SSCAC has committed significant resources to reducing hunger and improving nutrition for low-income households. By developing a network of area pantries and helping pantries increase access to more food and more nutritious food, SSCAC’s Food Resources Program has made an enormous contribution to alleviating hunger.

In 2004, SSCAC funded and opened the Greater Plymouth Food Warehouse, renamed the Food Distribution Center in 2014. The Center serves as the nexus point for the collection, storage, and distribution of a half million pounds of emergency food throughout Plymouth County each year. The Center provides 49-member food assistance programs with the opportunity to “shop” for and store both perishable and non-perishable foods - all free of charge. The food assistance programs then distribute the food relief to food insecure people in a 25-town area of Plymouth County.

Food stored at the Center comes from local donations collected through area food drives and through SSCAC’s Shared Storage service through which SSCAC receives food delivered by the Greater Boston Food Bank for storage on behalf of 7 Plymouth County food pantries that lack sufficient storage at their own facilities to accommodate the food need in their communities. Local organizations, such as the Boy/Girl Scouts, schools, and neighborhood groups hold food drives and then donate the gathered food to the Center. In FY16, the Food Resources program collected 247,919 pounds of locally donated food and stored 240,487 pounds of food from the Greater Boston Food Bank. Food Resources Program volunteers clocked a total of 4,006 hours of volunteer time, providing the vital manpower to keep food collected, sorted, counted, stored, and distributed. Each month, volunteers also pack grocery backs full of nutrient-dense food for distribution to 239 frail, homebound elderly served by Meals on Wheels programs at 8 COAs. Volunteers also pack and distribute 852 bags with 12,780 pounds of food for low income families with very young children served our 2 South Shore Early Education centers, 720 bags with 10,800 pounds of food for residents of a HUD low income housing development in Plymouth, and 375 bags with 5,625 pounds of food for SSCAC’s own Fuel Assistance and other clients with emergency food needs.

Through its Healthy Harvest service, the Food Resources Program partners with 5-7 local farms that grow and reap fresh produce each summer and fall. The farm-fresh fruits and vegetables are
picked up by SSCAC’s own Transportation Program whose drivers and vehicles are used to transport food in between their own scheduled trips to/from medical appointments. The produce is then transported to area pantries, housing authorities, Councils on Aging, WIC offices, Head Start centers, and Boys/Girls Clubs for expeditious distribution to their food insecure clients.

**Food Resources Program**

Particularly for seniors who are aging in place, the on-site delivery of fresh produce brings both nutritional and social benefits. In FY16, the Food Resources program distributed 20,392 pounds of fresh produce directly to our partner non-profit organizations. The Food Resources Program continues its partnership with the Plymouth County Farm which donates fresh produce for our Healthy Harvest service each summer.

In addition to supporting food pantries, the Food Resources program engages in a variety of outreach and public information activities to raise awareness about food insecurity on the South Shore. The program distributes program updates via e-blast throughout the year to an email distribution list of Food Resources Program supporters. We maintain year-round partnerships with collaborators for collecting food donations from Community Collection Bins, facilitating Center operations, and public information activities. These partners include local businesses, banks, libraries, schools, private community groups/social clubs, fraternal organizations, public access television, and others.

**South Shore Family Network (SSFN)**

SSCAC’s South Shore Family Network (SSFN) is funded by a Coordinated Family and Community Engagement (CFCE) grant from the MA Department of Early Education and Care. SSFN promotes early literacy and provide family supports for South Shore residents of the
following 11 towns: Carver, Cohasset, Duxbury, Halifax, Hanover, Hingham, Kingston, Norwell, Pembroke, Plympton, and Scituate. The SSFN program hosts community-based child, parent, and family activities throughout the year geared toward families with toddlers who otherwise have not had any kind of early learning or preschool experience. SSFN sponsored activities include parent/toddler literacy and science-oriented playgroups, parenting workshops, a support/education group for parents of infants/toddlers, and early childhood fairs. In addition, the SSFN program staff serves as an information and referral resource for families seeking information about child care and a range of family support services. The SSFN publishes a Family Support Resource Directory every year and distributes it widely throughout its 11-town service area. SSCAC serves as the lead agency for a regional SSFN Advisory Council, maintains a network of 80 partnerships with a broad range of public and private entities, and leverages in-kind volunteer hours and donated space to deliver free services in each of the 11 communities.

Consumer Aid

The Consumer Aid Program provides area residents with an alternative to court resolution of their consumer complaints. The Consumer Aid Program is staffed by a mediator trained in complaint resolution and consumer rights. Consumer Aid is funded by the Massachusetts Attorney General’s Consumer Protection Division and includes consumer complaint investigation, mediation, and consumer education. In FY16, the Consumer Aid program provided mediation services to 421 households with the support of a community volunteer who donated 302 hours of service.

Volunteer Income Tax Assistance (VITA)

SSCAC started its Volunteer Income Tax Assistance (VITA) program in 2007 with four volunteers received training through the IRS and assisted 50 individuals prepare tax returns. Since then, the program has grown in size with a cadre of 10 volunteer preparers providing electronic state and federal income tax preparation and filing services to low income tax payers each year. Services are provided by appointment at SSCAC’s offices in Plymouth. A primary focus of VITA is assisting low- and moderate- wage earners claim the Earned Income Tax Credit (EITC) and the Child Care Credit, valuable tax credits designed to raise the income of low to moderate wage earners. In FY16, 247 of the 708 tax payers served through SSCAC’s VITA program received an aggregate total of $495,176 in state and federal EITC and the Child Care Credit and over $1.4 million in state and federal refunds. With the typical cost of professional tax preparation averaging $300, SSCAC’s VITA program also saved low income tax payers an estimated $212,400 in tax preparation fees. Our tireless volunteers donated 757 hours of time in FY16.

Adult Education/Job Training

South Shore Early Education implements a dual-generation approach which provides vocational and on-the-job training for child care parents to work as classroom assistants, CDL bus drivers, or certified food handlers. In FY16, 6 parents received training through South Shore Early Education.
SSCAC provides training and educational supports for agency employees. Training for SSCAC staff includes training opportunities through job-related workshops. In FY16, 182 SSCAC employees participated in job-related workshops and trainings. Additionally, staff may enroll in post-secondary programs or other formalized educational training programs and receive tuition assistance/reimbursement. SSCAC leases classroom space at its Obery Street building to Massasoit Community College. Among the course offerings provided by Massasoit, our SSEE staff attend credit courses which advance their professional development. SSEE opens these early education courses to other area early education providers free of charge. In FY16, 14 SSEE and other staff participated in post-secondary education courses, resulting in 3 staff attaining a credential.

**Individuals Served by SSCAC in CSBG Designated Towns in 2016**

The following table shows the number of clients served in SSCAC’s 11 CSBG-designated towns in Fiscal Year 2016, the percentage of all clients in CSBG towns, and the services provided.

<table>
<thead>
<tr>
<th>CSBG Town</th>
<th># Clients Served</th>
<th>% of CSBG Served</th>
<th>Services Provided by SSCAC</th>
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<tr>
<td>CSBG Town</td>
<td># Clients Served</td>
<td>% of CSBG Served</td>
<td>Services Provided by SSCAC</td>
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<td>Hull</td>
<td>393</td>
<td>5%</td>
<td>Citizens Oil Program, Consumer Aid, DOEWAP Weatherization, EAssist Energy Conservation, Food Basket, HEARTWAP Heating System Repair And Replacement, LIHEAP Fuel Assistance, Ngrid Gas Weatherization, Privately Funded Fuel Assistance, SNAP Outreach, Transportation</td>
</tr>
<tr>
<td>CSBG Town</td>
<td># Clients Served</td>
<td>% of CSBG Served</td>
<td>Services Provided by SSCAC</td>
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**FUNDING STRATEGIES**

SSCAC continues to rely on federal funding as its main source of support; however, it has also made an effort to diversify and grow other funding streams. In FY07, the funding source breakdown was 67% federal, 13% state, less than one percent local, and 19.5% private. In FY10 with the influx of federal stimulus funding, SSCAC’s funding sources were broken down as follows: federal 80%, state 8%, private 12%.
In FY16, every dollar of CSBG funding leveraged nearly $59 in other funding. Further, according to SSCAC’s FY16 independent auditor’s report, for every dollar in agency revenue, a full 93 cents was spent on programs and services. Private funding sources as defined by CSBG include contracts with private corporations or organizations, payments by private entities for SSCAC to serve low-income clients, private donations, professional in-kind services, and client fees paid for services. Unlike most of SSCAC’s programs, the Food Resources Program is currently entirely supported by private funding.

SSCAC coordinates CSBG funds with 56 funding streams and has utilized CSBG funding in the past for direct and/or supplemental funding for many programs. Going forward, SSCAC will primarily use CSBG funds to support overall agency capacity and administration. However, a small proportion of CSBG will be used for CSBG Program salaries.

With regard to private fundraising, SSCAC has been successful in increasing donations from foundations, individuals, and local businesses. SSCAC raised $293,799 in private revenue in FY16. Given the uncertainties surrounding the availability of public funding due to state and federal budget challenges, SSCAC will continue to actively pursue private funding sources over the next 3 years. For the timeframe FY18 – FY20, SSCAC will continue its private fundraising efforts with the goal of increasing private donations to mitigate the impact of potential federal and/or state budget cuts.

In the past, SSCAC’s approach to fundraising has been a coordinated fundraising and community relations effort. Over the past 5 years, SSCAC worked to refine its agency brand to help increase public awareness of the agency and its many programs. This style and brand was incorporated into a range of public information materials including annual town reports for municipalities.
served by SSCAC, agency brochures, flyers, and handouts, and presentation materials. SSCAC made great strides utilizing social media (Facebook, Twitter, e-blasts, agency website) to create a forum for agency supporters to be kept up-to-date on both agency and program-specific activities and highlights. Finally, SSCAC coordinate its public information materials with community events and activities, such as the AD Makepeace Cranberry Harvest Celebration, the America’s Hometown Thanksgiving Parade, and the Plymouth Waterfront Festival. All of these strategies generate greater public awareness and increasing individual and group donations to SSCAC. We will continue with this strategy, coordinating our branded public information materials with fundraising campaigns and participation in community activities/events. SSCAC will continue to develop a comprehensive and coordinated schedule of fundraising opportunities and events for the agency as a whole, as well as individual programs.

SSCAC has also expanded its efforts around fundraising events, to great effect. SSCAC hosts 2 fundraising events each year and participates in dozens of fundraising events hosted by community partners throughout the South Shore on behalf of SSCAC and its programs.

SSCAC’s Board of Directors takes an active role in fundraising efforts and public awareness activities. Board members advocate for funds from the towns they represent, make donations to the agency, participate in the agency’s Development Subcommittee, and provide guidance for overall agency fiscal management. SSCAC’s Board of Directors established a process by which it can approve the expenditure of a specific quantity of unrestricted agency funds on an annual basis to help bridge the gap of these unmet needs.

SSCAC’s funding strategies for FY18 through FY20 are:

- To maintain current funding sources and levels.
- To increase private funding, with a specific focus on individual donors and events.
- To continue to take advantage of expansion opportunities with emphasis on federal funding sources when feasible.
- To maintain a fairly conservative investment plan that will continue to generate unrestricted funds in the future.
- To maintain existing partnerships and pursue new collaborations to leverage community-wide resources.
- To evaluate program-specific and agency-wide policies, procedures, equipment, and facilities to develop efficiencies and cost savings.

**LINKAGES**

SSCAC is known throughout the region as a strong and responsive community partner. The agency collaborates with numerous businesses, institutions, and organizations to maximize and coordinate services and regional resources. For the next 3 years, SSCAC and its programs will
maintain existing partnerships and will seek out new collaborations in pursuit of opportunities for funding and expansion of services. The following provides a listing of existing partnerships maintained by SSCAC’s programs and by the agency as a whole.

Fuel Assistance

SSCAC’s Fuel Assistance program maintains staff in Plymouth, Hyannis, and Martha’s Vineyard. In addition, the Program has developed a far-reaching outreach network of volunteer sites to ensure local access for residents in 39 towns from Hull to Cape Cod and the Islands. While service agreements with the volunteer sites are informal, all of the sites receive training in the application process, record-keeping, and SSCAC’s Written Information Security Policy.

Outreach Sites

- AIDS Support Group of Cape Cod
- Barnstable Council on Aging
- Bourne Council on Aging
- Brewster Council on Aging
- Cape Cod Child Development
- Cape Cod Council of Churches
- Cape and Islands Veterans Outreach Center
- Carver Veterans Services
- Chatham Council on Aging
- Cohasset Elder Affairs
- Dennis Council on Aging
- Duxbury Council on Aging
- Eastham Council on Aging
- Edgartown Council on Aging
- Falmouth Council on Aging
- Falmouth Service Center
- Family Pantry of Cape Cod
- Island of Gosnold
- Halifax Council on Aging
- Hanover Council on Aging
- Harwich Council on Aging
- Helping Our Women
- Hingham Elder Services
- Hull Community Outreach
- Hull Council on Aging
- Kingston Council on Aging
- Mashpee Council on Aging
- Mashpee Human Services
- Marshfield Council on Aging
- Marshfield Veterans Services
- Middleboro Council on Aging
- Nantucket Council for Human Services
- Norwell Council on Aging
- Oak Bluffs Council on Aging
- Old Colony Elder Services
- Orleans Council on Aging
- Pembroke Council on Aging
- Plymouth Council on Aging
- Plymouth Veterans Services
- Plymouth WIC
- Provincetown AIDS Support Group
- Provincetown Council on Aging
- Sandwich Council on Aging
- Scituate Council on Aging
- South Shore Head Start
- St. Vincent DePaul Food Pantry - Mashpee
- Tisbury Council on Aging
- Truro Council on Aging
- Up-island Council on Aging
- Wampanoag Tribe of Gayhead
- Wareham Council on Aging
- Wellfleet Council on Aging
- Wellspring
- Yarmouth Senior Services

The Fuel Assistance Program helps low-income households afford their heating bills by making fuel payments on their behalf directly to fuel vendors. Similar to the outreach sites, the Fuel
Assistance Program has developed relationships with 144 fuel contractors who deliver home heating fuel to low income households on the South Shore, Cape Cod, and the Islands.

**Fuel Contractors**

- A & L Fuel Oil Company Inc.
- A. Hohmann Co. Inc.
- Albert Culver Company
- Alliance Express, A Branch of Hop Energy LLC
- Alvin Hollis & Co. Inc.
- American / Fossil Fuel
- AmeriGas / Kingston Propane
- AmeriGas / Hyannis Propane
- AmeriGas / Westport Propane
- Anderson Fuel Inc.
- Atlantic Pratt Oil Co.
- B & R Oil Company
- Bay State Gas dba Columbia Gas of MA
- Blackwell Energy Corporation
- Blue Collar Fuel & Trucking Inc.
- Bonani Oil Svcs Inc dba Sentry Fuel
- Bostonian Fuel
- Brow Oil Inc.
- C.O.D. Petro
- Campello-Keith Oil Co Inc.
- Canal Fuel Co. / Riedell Oil Co.
- Cantoni Coal & Oil Co. Inc.
- Cape Cod Bio Fuels
- Cape Cod Oil Company & Propane
- Cape Discount Fuel/Peterson Oil Service
- Carey’s Discount Oil Inc.
- Chalker Heating & Fuel LLC
- Churchill’s Oil and Gas Inc.
- City Fuel Corporation
- Coletti Bros. Energy
- Colonial Fuel Inc.
- Comfort Oil
- Cotuit Oil Co.
- Curtin’s Brother’s Oil Co. Inc.
- DePalma Oil Co. Inc.
- Detully Oil Inc.
- Dukes of Oil
- Dunlap’s Oil Service
- Dunlap’s Propane Inc.
- Duxbury Oil / Fawcett Energy
- Dwyer Oil Co.
- Dyer Energy, LLC
- E. F. Winslow Plumbing & Heating Co.
- Eastern Ice Co. Inc.
- Eastern Propane Gas Inc.
- Eastham Discount Oil
- Economy Fuel – Cape Cod Oil Service
- Falmouth Coal Co Inc.
- Forni Brothers Oil Inc.
- Fossil Fuel Enterprises Inc.
- Frank A. Days & Sons Inc.
- Frank Lamparelli Oil Co. Inc.
- Greeley’s Oil Co Inc.
- Guard Oil Inc.
- GW Condon Inc.
- H.H. Snow & Sons Inc.
- Hall Oil Co Inc.
- Hanover Heat Inc.
- Hanson Fuel Co. Inc.
- Harbor Fuel Oil Corporation
- Highway Fuel
- Hiller Fuels Inc.
- Hingham Oil Co.
- Hometown Propane Partners LLC
- Island Energy Inc.
- Island Gas Inc.
- Island Propane Inc.
- J.P. Walker & Sons Inc.
- Jack’s Fuel
- Jamaica Oil Co.
- Jaysan Gas Service
- Kelley’s Oil Co Inc.
- Kelliher Brothers Oil Sales Inc.
- Ken Duval Oil
- Kingston Oil / Fawcett Energy
- Koczerka Discount Oil Inc.
- Lipsett & Sons Inc.
• Loud Fuel Co. Inc.
• Mallard Oil
• Marcey Oil Co Inc.
• Mark Dutra
• McDonald Fuel
• Melia Fuel Ltd.
• Micci Fuel Co. Inc.
• Mid-way Fuel Inc.
• Middleboro Electric Co.
• Middleboro Gas Co.
• Monomoy Fuel Co.
• Nantucket Energy Corp. LLC
• National Grid Electric
• National Grid Gas
• Nelson Oil Co.
• New Colony Home Heating Oil Inc.
• Niccoli Oil & Energy
• NSTAR Electric
• NSTAR Gas
• O’Hara Fuel
• Osterman Propane Inc.
• Papa’s Fuels
• Petro dba Atlas Glenmore
• Phinney Fuel Co. Inc.
• Phil’s Propane
• Pilgrim Discount Fuel
• Pilgrim Propane LLC
• Point Oil Co.
• Propane Plus Corp.
• Quality Oil Co. Inc.
• R.M. Packer Co. Inc.
• Rand-Handy Oil Co. Inc.
• Raynard Brothers Oil Co.
• Reggie’s Oil Co. Inc.
• Robbie Fuel / Fawcett Energy
• Roby’s Energy Service Inc.
• Roby’s Propane Gas Co. Inc.
• Rymes Energy Holdings LLC
• Saulnier Oil / Fawcett Energy
• Scott-Williams Inc.
• Scudder Fuel
• Scudder-Taylor Oil / Cape Cod Oil
• Sea Gas Corporation
• Shawn Harris Enterprises Inc.
• South Shore Fuel / Fawcett Energy
• Standish Oil Co. Inc.
• Star Oil of New Bedford Inc.
• Stove Place II
• Sun Island Fuel Inc.
• Superior Fuel Co.
• Supreme Energy
• Terry’s Home Oil Co. Inc. dba New England
• The Fuel Co. dba P.S. Ideal Earle & D & D Oil
• The Oil Express / COD Dollarwise
• The Oil Peddler Inc.
• Town Fuel Inc.
• Town of Hull Municipal Lighting Plant
• Trojan Oil Co. Inc.
• Vineyard Propane & Oil
• W.H. Riley & Son Inc.
• Waverly Oil Co.
• Whiteley Fuel Oil Co.
• Williams Coal & Oil Co.
• Wrightington Gas Inc.
• Wynne Fuel Oil LLC
• Yates Gas
• Zakk Churchill Inc. / dba Cape Cod Fuel
HEARTWAP

Similar to the Fuel Assistance Program, SSCAC’s energy assistance programs provide energy conservation services to low-income households through direct vendor payments to heating system contractors.

Contractors

- A. Hohmann & Co. Inc.
- Albert Culver Co.
- Alliance Enterprises, Inc.
- Alvin Hollis & Company, Inc.
- Aspinwall Bay State Plumbing
- Atlas Glen-mor/Petro
- August West Chimney Corp.
- Bonani Oil Services
- Cantoni Coal & Oil Co.
- Churchills Oil & Gas Inc.
- Coletti Bros. Oil Co. Inc.
- Colonial Fuel Inc.
- Detully Oil Inc.
- Dunlap Energy
- Dunlap’s Propane Inc.
- Eagle Energy Systems
- Environmental Response Service
- Falmouth Coal Co Inc./Youngman’s Oil
- Greeley’s Oil Company
- Green Environmental Inc.
- Joe's Oil Burner Service
- K & J Heating
- Lipsett & Son Inc.
- Mann’s Heating & A.C.
- Markham Scott
- Mayer’s Heating Service
- New England Surface Maintenance
- National Grid Electric
- Phinney Fuel Co., Inc.
- Reggies Oil Co.
- Rusty’s Inc
- Scott-Williams Inc.
- Shawn Harris Enterprise
- Standish Oil Co. Inc.
- Supreme Fuel Co.
- Tesoro & Son Heating
- Umbrianna Electric
- W.H. Riley & Son Inc.
- Williams Energy
- Wrightington Gas Inc.

SSCAC’s HEARTWAP Program contracts with and/or makes external referrals to other Community Action Agencies and providers outside of our service area:

- ABCD Eversource Gas and Electric
- Action Inc. NGRID Gas & Electric
- Department of Housing and Community Development
- Greater Lawrence Community Action Council Columbia Gas
- Housing Assistance Corporation
- Middleboro Gas & Electric

Weatherization

While SSCAC’s Fuel Assistance program serves Cape Cod and the Islands, Weatherization services on the Cape are provided by Housing Assistance Corporation (HAC). SSCAC makes inter-agency referrals to HAC and other CAA’s providing Weatherization services outside of our service area as appropriate. Similar to the Fuel Assistance Program, SSCAC’s energy assistance
programs provide energy conservation services to low-income households through direct vendor payments to weatherization contractors.

**Contractors**

- Alternative Insulation
- Insulation R Us
- J. Kelly Insulation
- McMahon & Son
- Umbrianna Electric

SSCAC’s Weatherization Program makes contracts with and/or makes external referrals to other Community Action Agencies and providers outside of our service area:

- ABCD
- Action, Inc.
- Department of Housing and Community Development
- Greater Lawrence Community Action Council
- Housing Assistance Corporation
- Quincy Community Action Program

**Emergency Housing/Utility Assistance**

SSCAC provides emergency housing and utility assistance through a variety of programs, including Lend a Hand, FEMA, and our Board Fund. In addition to direct service provision, SSCAC will continue to participate in regional efforts to combat homelessness and housing instability. SSCAC’s emergency housing and utility assistance partners are as follows:

- Federal Emergency Management Administration
- MA Department of Housing and Community Development
- MA Department of Transitional Assistance
- Patriot Ledger
- Housing Solutions
- Local Housing Authorities
- Pilgrim’s Hope
- Plymouth County Housing Alliance
- South Shore Regional Network
- South Coastal Counties Legal Services
- Father Bill’s and Mainspring
- Catholic Charities
- Salvation Army
- Plymouth Center for Active Living
Food Resources Program

Through its Food Resources Program, SSCAC works with hundreds of individuals and organizations to collect, store, and distribute food to area food assistance providers (pantries, meals programs, shelters, Head Starts, day programs, Councils on Aging, WIC sites, Boys and Girls Clubs, housing developments and more) and to SSCAC client households. SSCAC works with the following organizations to provide nutritious food to low-income households.

Food Distribution Partners

Schools

SSCAC targets food distribution to vulnerable populations, including children, through strategic partnerships. The following schools partner with SSCAC’s Food Resources Program to provide food to low income children.

- Burkland School
- Carver Public Schools
- Cold Spring Elementary School
- Federal Furnace Elementary School
- Good Elementary School
- Hedge Elementary School
- Indian Brook Elementary School
- Memorial Early Education
- Nathaniel Morton Elementary School
- Plymouth North High School
- Plymouth Schools Administration
- Plymouth South Middle
- Rayne Academy
- Rising Tide Charter School
- Sacred Heart School
- South Elementary School
- South Shore Early Education, Plymouth and Marshfield
- West Elementary School
- Woodside Preschool

Councils on Aging

SSCAC also targets food distribution to food insecure seniors through strategic partnerships. The following COAs partner with SSCAC’s Food Resources Program to provide food to low income seniors via Meals on Wheels programs or delivery of fresh produce to the COAs for their clients.

- Carver Council on Aging (COA)
- Duxbury COA
- Halifax COA
- Hanover COA
- Hanson COA
- Hingham COA
- Hull COA
- Kingston COA
- Lakeville COA
- Marshfield COA
- Middleboro COA
- Norwell COA
- Pembroke COA
- Plymouth COA
- Plympton COA
- Scituate COA
- Wareham COA
Food Assistance Programs

SSCAC’s Food Resources Program operates our Food Distribution Center in Plymouth. The following food assistance programs come to the Center twice per week, year round to pick up emergency food to bring back to their home communities.

- Bev’s Bargain’s Pantry, Carver
- Blessed Kateri Pantry, Plymouth
- Carver COA Food Pantry
- Christ Church Food Pantry
- Cole Harrington, Plymouth
- Duxbury Lions Club Pantry
- Father Sweeney’s Pantry, Plymouth
- First Baptist Church, Kingston
- Friends of the Elderly Wareham
- Good Shepherd’s Table, Wareham
- Hanson Food Pantry
- Kingston Baptist Pantry
- Marshfield Food Pantry
- Mathew’s Kitchen, Plymouth
- Nathan Hale Pantry Middleboro and Plymouth
- Norwell Food Pantry
- Onset Four Square
- Our Lady of the Lake, Plymouth
- Plymouth Bay House
- Plymouth COA Pantry
- Salvation Army, Plymouth
- Second Church of Plymouth
- South Shore Women’s Resource Center
- St. Bonaventure’s Pantry, Plymouth
- St Joseph’s Food Pantry, Kingston
- St. Patrick’s Food Pantry, Wareham
- St. Patrick’s Table, Wareham
- St. Peter’s Food Pantry, Plymouth
- Vineyard Christian Food Pantry, Kingston

Non-profit Human Service Providers, Municipalities, and Other Distribution Partners

SSCAC partners with a wide variety of other human and social service providers and other community entities to help distribute food to fight hunger.

- Algonquin Heights HUD Housing
- Boys and Girls Club of Plymouth
- Boys and Girls Club of Wareham
- Carolina Hill Family Shelter
- Meadowbrook Senior Housing
- Castle Hill Senior Housing
- Cherry Hill Senior Housing
- Church in the Woods
- Gandara
- High Cliff Senior Housing
- Mayflower Community Outreach
- North Field Senior Housing
- Pilgrim’s Hope Family Shelter
- Plymouth AIDS Support Services
- Plymouth Animal Shelter
- Plymouth County Corrections
- Prence Grant Senior Housing
- Restoration Church
- River of Life Ministry
- Sacred Heart Food Pantry
- Southfield Senior Housing
- SSCAC Fuel Assistance
- The Woodlands Senior Housing
- WIC – Marshfield
- WIC – Plymouth
Food Collection/Donation Partners

SSCAC’s Food Resources Program is supported in its entirety by private funds and relies on local donations of food from the following community partners:

- AD Makepeace
- Affinity Home Care
- Aldi Supermarket
- American Pennies for Hunger
- America’s Hometown Parade
- Associated Eye Health
- Best Chevrolet
- Beth Israel Deaconess-Plymouth
- Big Y Supermarket
- BJ’s Wholesale
- Blount Foods
- Bluewater Farms
- Boy Scouts
- Bramhalls Country Store
- Carver Town Hall
- Church of the Pilgrimage
- Cold Springs Elementary School
- Congregation Beth Jacob
- Decas Cranberry
- Edible South Shore
- Entergy
- Equal Exchange
- First Baptist Church
- Gallagher
- Girl Scouts
- Golden Rule Farm
- Grandpa Tom’s Farm
- Great Island Community
- Greater Boston Food Bank
- Hanson Farm
- HarborOne
- Honda of Plymouth
- Honeydew Donuts
- Indian Brook School
- IDEX
- Keller Williams Realty
- Liverpool Football Club
- Longhorn Steakhouse
- Marty’s GMC
- MA Correctional Institute Plymouth
- New England Food Foundation Caravan
- Ocean State Job Lot
- Olive Garden
- Panera Bread
- Pembroke Food Pantry
- Pepsi
- Pinehills of Plymouth
- Plymouth Council on Aging
- Plymouth Country Club
- Plymouth County Farm
- Plymouth Farmers Market
- Plymouth Interfaith
- Plymouth Public Library
- Plymouth Public Schools
- Plymouth Rotary
- Plymouth Town Hall
- Roger’s and Gray Insurance
- Sacred Heart Food Pantry
- Shaw’s Supermarkets
- Smith Farm
- South Shore Locavores
- SSCAC Board of Directors
- Starbucks
- Stop n’ Shop Supermarkets
- St. Vincent dePaul’s
- Sysco
- Tedeschi
- The Market at the Pinehills
- The Outreach Program
- Trader Joe’s
- US Postal Service
- Walmart - Plymouth
- White Cliffs Cares
Transportation

SSCAC’s Transportation Program provides services to eligible residents of the South Shore to adult day health programs and rehabilitation facilities, non-emergency medical trips to local and Boston area hospitals, doctors’ appointments, and dialysis treatments. The Transportation Program also transports special needs students to various destinations. Services are available through provision of contracts with the following agencies/municipalities and also on a private pay basis.

- ARC of Greater Plymouth
- Boys & Girls Club of Plymouth
- Braintree Council on Aging
- Bristol Elder Services
- Cohasset Council on Aging
- Colonial Adult Day Health
- Coordinated Transportation Services
- CVS - Hanson
- Fall River Jewish Home
- Federal Emergency Management Administration
- Friendship Home
- Greater Attleboro Taunton Regional Transit Authority
- Hancock Park Adult Day Health
- Hanover Mall
- Harbor House Adult Day Health
- HESSCO
- Hillside Adult Day Health
- Human Service Transportation Advisory Council
- MA Department of Developmental Services
- MA Department of Transportation
- Marshfield Council on Aging
- MA Rehabilitation Commission
- Mater Dei/St. Joseph’s Manor Health Care
- Milton Council on Aging
- Montachusett Regional Transit Authority
- Old Colony Elder Services
- Old Colony Planning Council
- Pembroke Public Schools
- Plymouth County Corrections
- Plymouth Public Schools
- Randolph Council on Aging
- Road to Recovery
- Rockland Public Schools
- Rogers & Gray
- Scituate Council on Aging
- Shaw’s Supermarket – Cedarville
- Southeast Regional Coordinating Council
- South Shore Elder Services
- Stop & Shop Supermarket
- The Woodlands Senior Housing
- Weymouth Department of Elder Services
South Shore Early Education

South Shore Early Education provides comprehensive and coordinated preschool and infant/toddler early education and care services in collaboration with a wide range of businesses and organizations. The cultivates these partnerships for the purposes of outreach therapies, behavioral consultation, Kindergarten readiness, transition supports, coordination of services, information and referrals, child care waitlist enrollment, health and nutrition programming for children/families, and parenting education/support. SSEE maintains interagency agreements, contracts, and/or partnerships with:

- BayView Associates
- Beth Israel Deaconess- Plymouth
- BJ’s Wholesale
- Blessed Kateri Church
- Braintree Rehabilitation Hospital
- Bridgewater State College
- Cape Cod Community College
- Carolina Hill Shelter
- Carver Public Library
- Carver Public Schools
- Catholic Charities
- Child Care Network
- Child Care Works
- Cohasset Public Schools
- Commonwealth Mobile Oral Health Services
- Community Care for Kids
- Cradles to Crayons
- Duxbury Council of Churches
- Duxbury Public Schools
- First Parish Church
- Foster Grandparent Program
- Hanover Public Schools
- Healthy Families
- Hingham Public Schools
- Holy Family Church
- Home Health & Child Care Services
- Jennifer Kane Foundation
- Kennedy-Donovan Early Intervention
- Literacy Program of Greater Plymouth
- MA Dept. of Children & Families
- MA Dept. of Early Education & Care
- MA Dept. of Transitional Assistance
- MA Head Start Association
- Marshfield Kiwanis
- Marshfield Public Library
- Marshfield Public Schools
- Mass Kids in Motion
- MA Correctional Institution at Plymouth
- Massasoit Community College
- Mount Pleasant Integrated Preschool
- Northeast Mental Health
- Norwell Public Schools
- Parents Helping Parents
- Pembroke Public Schools
- Pilgrim Church
- Pilgrim’s Hope
- Plymouth Public Library
- Plymouth Public Schools
- Project Bread
- Quincy College
- Reading is Fundamental
- Retired and Senior Volunteer Program of Plymouth (RSVP)
- Salvation Army
- Scituate Public Schools
- Share our Strength
- Silver Lake Public Schools
- South Bay Mental Health
- Tuft University Dental Mobile Unit
- University of Massachusetts Extension Nutrition Education
- USDA
- WIC
South Shore Family Network

SSCAC’s South Shore Family Network coordinates a wide range of family education, parenting support, and early literacy activities throughout the 11 South Shore towns in its service area. The SSFN convenes an Advisory Council which provides valuable local input and guidance about the needs of families and children in the program’s service area. In addition to the volunteer time of Council members, the SSFN leverages partnerships with many entities which donate time, space, and in-kind supplies for SSFN activities in their communities.

- ARC of the South Shore
- Art Together Now
- Bay Farm Montessori
- Becky O’Dowd Family Child Care
- Berrybrook Preschool
- Beth Israel Deaconess-Plymouth
- Betty Ramsdell Family Child Care
- Brain Building in Progress - United Way of Mass Bay
- Briarwood Academy
- Bright Horizons of Pembroke
- CACCI/Child Care Network
- Captain PAL Preschool
- Carol Wiley Family Child Care
- Carriage House Nursery
- Carver Elementary School
- Carver Public Library
- Chandler Elementary School - Duxbury
- Cohasset Elementary School
- Cohasset Public Library
- Duxbury Public Library
- Halifax Elementary School
- Halifax Public Library
- Hingham Elementary School
- Hingham Public Library
- Kingston Elementary School
- Kingston Public Library
- Norwell Elementary School
- Norwell Public Library
- Pembroke Elementary School
- Pembroke Public Library
- Plympton Elementary School
- Plympton Public Library
- Scituate Elementary School
- Scituate Public Library
- South Shore Charter Public School
- Center Preschool
- Corinne Blankenship Family Child Care
- Crayon College
- Department of Children and Families
- Department of Early Education and Care
- Elements Montessori
- Erdman Preschool
- First Parish Nursery School
- Gillan Learning Center
- Growth Unlimited
- Hingham Fire Department
- Inly Montessori School
- Jewish Community Center Preschool
- Justice Resource Institute
- Karen Waitt Family Child Care
- Kennedy Donovan Center Early Intervention
- Kids Kastle Kingdom
- Kidstop
- Kingston Fire Department
- Kingston Police Department
- Leslie Nunes Family Child Care
- Little Neighbors
- Little People’s Country Day
- Lutheran Nursery School
- MA Community Partnerships for Children
- Macaroni Kid
- Mama's Move
- Mary Ann Barrow Family Child Care
- Michelle Sogolow Family Child Care
- Michelle Welch Family Child Care
Volunteer Income Tax Assistance

Our Volunteer Income Tax Assistance program relies on the donated time and efforts of community volunteers and operates as part of a statewide network of VITA sites supported by the IRS.

- Algonquin Heights
- Internal Revenue Service
- MA Department of Revenue
- MASSCAP
- Plymouth Center for Active Living
- South Shore Center in Prevention

Education and Job Training

In line with our mission, SSCAC works to create access to opportunities for education and work through collaboration with adult education and job training partners.

- Literacy Program of Greater Plymouth
- Massasoit Community College
- Massachusetts Rural Transit Assistance Program
- Plymouth Career Center
- Plymouth Chamber of Commerce
- Quincy College
- South Shore Workforce Investment Board
SSCAC Agency Affiliations

SSCAC seeks to optimize service delivery through communication with other human service agencies throughout the South Shore. SSCAC’s Executive Director is currently a member of the following organizations:

- Duxbury Rotary
- Greater Plymouth Council of Human Service Providers
- Healthy Plymouth
- MASSCAP
- National Association for Community Action Agencies
- New England Association of Community Action Agencies
- Plymouth Chamber of Commerce
- Plymouth Rotary
- South Shore Workforce Investment Board (WIB)

SSCAC staff is also involved in community and regional activities in the agency’s service area through memberships/partnerships with:

- American Cancer Society
- American Diabetes Association
- American Lung Association
- Beth Israel Deaconess - Plymouth
- Greater Plymouth CHNA/South Shore Partners in Prevention
- Department of Children and Families Advisory Council
- Health Access Network of Southeastern Massachusetts
- Human Service Transportation Advisory Council
- I Am Moving, I Am Learning – National Trainer
- International Reading Association
- Local FEMA Board of the United Way of Greater Plymouth County
- Massachusetts Association of Certified Public Accountants
- Massachusetts Association of Day Care Agencies
- Massachusetts Association of Regional Transit Authorities (MARTA)
- Massachusetts Children at Play – Mentor to Head Start and Childcare Program
- Massachusetts Community Action Agency Program Directors Association
- Massachusetts Early Head Start Association
- Massachusetts Energy Directors Association
- Massachusetts Head Start Association Board
- Massachusetts Reading Association
- Massasoit Community College
- National Association of ROMA Certified Trainers
- National Head Start Association
- National Validator Program, NAEYC
- National Association for the Education of Young Children (NAEYC)
• Plymouth Area Roundtable on Domestic Violence and Sexual Assault
• Plymouth North High School
• Plymouth Recovery Center
• Quincy College Advisory Council
• South Shore AIDS Consortia

SERVICE GAPS

SSCAC’s service delivery model is responsive to those needs identified through our Community Assessment. In the event that SSCAC does not have the capacity to provide a needed service in our communities or the needed service falls outside the agency mission, SSCAC will provide information and referrals for service seekers. We will also seek out and collaborate with partner service agencies in our communities where feasible and applicable to coordinate services, leverage resources, and pursue future opportunities for expanding services in our communities in a coordinated, collaborative way.
SECTION 11 – SPECIFIC OBJECTIVES

For over 50 years, SSCAC has remained true to its mission of providing opportunities and supports to low-income individuals and families that enable them to achieve greater economic self-sufficiency and a better quality of life. The over-riding message from the Community Assessment is that low income South Shore residents continue to have fundamental needs for housing, food, and heat, needs that are directly tied to their ability to find employment, child care, and transportation. In the previous Section, we outlined our strategic goals for meeting these community needs and the service delivery model we will employ in doing so. The table below provides a summary of the connections between community needs, the SSCAC programs and services that will work to meet those needs, and the CSBG service domains under which the needs and programs fall.

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<th>Community Need</th>
<th>SSCAC Program/Service</th>
<th>CSBG Domain</th>
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<td>Lend a Hand/Board Fund</td>
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<td>FEMA Emergency Food/Shelter Program</td>
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<td>Affordable/Healthy Food</td>
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<td>Accessible Transportation</td>
<td>Transportation</td>
<td>Services Supporting Multiple</td>
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<td>Head Start/Early Head Start Transportation</td>
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<td>Legal Access</td>
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<td>Services Supporting Multiple</td>
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<td>Domains</td>
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What follows are the specific objectives SSCAC aims to achieve through its programs and infrastructure toward achieving our goals and meeting community needs over the next three years.

**CSBG Domain: Housing**

**Strategic Housing Goals**

To address housing needs of low income people (including fuel, utility, energy conservation, and rent/mortgage affordability), SSCAC will pursue the individual and family goals of:

- helping low income households reduce their energy burden through Fuel Assistance and utility assistance,
- assisting low income households with improving home energy efficiency through HEARTWAP, Weatherization, and AMPS energy conservation programs, and
- helping low income households retain housing by providing emergency rent and/or mortgage assistance.

SSCAC will pursue community goals of:

- maintaining safe and affordable housing by improving the energy efficiency of homes through its HEARTWAP, Weatherization, and AMPS energy conservation services,
- promoting civic engagement and community involvement by collaborating with local volunteer outreach sites to increase accessibility of Fuel Assistance and utility assistance services, and
- providing information and referrals for low income households to local housing authorities, Housing Solutions, Pilgrim’s Hope, Father Bills and Mainspring, Housing Assistance Corporation, and other housing assistance providers for the purposes of receiving housing-related services not provided by SSCAC.

**FY18 Housing Objectives**

**Fuel Assistance**

- Process over 10,500 Fuel Assistance applications for low income households on the South Shore, Cape Cod, and the Islands
- Provide Fuel Assistance to 8,800 eligible households
- Advocate for federal funding sufficient to assist low income households to remain in their homes with heat during the heating season
- Advocate for a State allocation when needed to supplement federal Fuel Assistance funds
- Maintain partnerships with 56 outreach sites to provide geographic access to all 39 towns served by the Program
- Provide supplemental Fuel Assistance via public and private resources, including Town of Dennis, Citizens Energy, Martha’s Vineyard Endowment, FEMA/EFSP, and other foundation funds, contingent upon availability of funding
- Maintain client demographic and service data for Fuel Assistance and all supplemental fuel assistance programs in Octopia
- Prepare for and complete DHCD LIHEAP review
FEMA Emergency Food & Shelter Program (EFSP); Town of Dennis Fuel Assistance; Citizens Energy; Cape and Islands Donated Funds; and Other Donated Energy Assistance Funds

- Provide $60,000 annually in emergency rent, mortgage, or energy assistance to 150 households, contingent upon available funding and leveraged resources

**HEARTWAP (Heating System Repair and Replacement)**

- Provide federally-funded heating system repair and replacement services to 475 households based on an estimated $306,390 in annual revenue
- Leverage private utility funded heating system repair and replacement services from 6 utilities (Eversource Gas; Eversource Electric; NGRID Gas; NGRID Electric; Columbia Gas; and Middleboro Gas & Electric) for 85 households based on an estimated $350,000 in annual revenue
- Advocate for multi-year renewal of these private utility leveraging projects beyond program and calendar year 2018 contract end
- Maintain program data in EAssist with export capability to Octopia

**Weatherization**

- Provide federally-funded Weatherization services to 28 households based on an estimated $125,000 in annual revenue
- Leverage private utility funded Weatherization services from 6 utilities (EverSource Gas; EverSource Electric; NGRID Gas; NGRID Electric; Columbia Gas; and Middleboro Gas & Electric) for 159 households/year based on an estimated $890,000 in revenue annually
- Advocate for multi-year renewal of these 6 private utility leveraging projects beyond program and calendar year 2018 contract end
- Provide training and support of Auditing/Inspecting staff to maintain Department of Energy Quality Control Inspector (QCI) status
- Maintain program data in EAssist with export capability to Octopia

**Appliance Management Program (AMPS)**

- Perform 150 AMPS audits in the Eversource and NGRID territory
- Leverage installations of $75,000 in: energy efficient light bulbs; the value of refrigerator/freezer replacements; and other energy conservation measures
- Leverage $26,250 in operations funding to support WAP and HWAP
- Advocate for multi-year renewal of these 2 private utility leveraging projects beyond program and calendar year 2018 contract end
- Maintain program client and service data in Octopia
Lend a Hand/Board Fund

- Assist 10 households in crisis each year with emergency rent/mortgage/heating assistance or other assistance, contingent upon fundraising levels and in accordance with direction provided by the Board of Directors.

FY19 Housing Objectives

Fuel Assistance

- Process over 10,500 Fuel Assistance applications for low income households on the South Shore, Cape Cod, and the Islands
- Provide Fuel Assistance to 8,800 eligible households
- Advocate for federal funding sufficient to assist low income households to remain in their homes with heat during the heating season
- Advocate for a State allocation when needed to supplement Federal Fuel Assistance funds
- Maintain partnerships with 56 outreach sites to provide geographic access to all 39 towns served by the Program/fiscal year
- Provide supplemental Fuel Assistance via public and private resources, including Town of Dennis, Citizens Energy, Martha’s Vineyard Endowment, FEMA/EFSP, and other foundation funds, contingent upon availability of funding
- Maintain client demographic and service data for Fuel Assistance and all supplemental fuel assistance programs in Octopia

FEMA Emergency Food & Shelter Program (EFSP); Town of Dennis Fuel Assistance; Citizens Energy; Cape and Islands Donated Funds; and Other Donated Energy Assistance Funds

- Provide $60,000 annually in emergency rent, mortgage, or energy assistance to 150 households, contingent upon available funding and leveraged resources

HEARTWAP (Heating System Repair and Replacement)

- Provide federally-funded heating system repair and replacement services to 475 households based on an estimated $306,390 in annual revenue
- Leverage private utility funded heating system repair and replacement services from 6 utilities (Eversource Gas; Eversource Electric; NGRID Gas; NGRID Electric; Columbia Gas; and Middleboro Gas & Electric) for 85 households based on an estimated $350,000 in annual revenue
- Maintain program data in EAssist with export capability to Octopia

Weatherization

- Provide federally-funded Weatherization services to 28 households based on an estimated $125,000 in annual revenue
• Leverage private utility funded Weatherization services from 6 utilities (Eversource Gas; Eversource Electric; NGRID Gas; NGRID Electric; Columbia Gas; and Middleboro Gas & Electric) for 167 households/year based on an estimated $930,000 in revenue annually
• Provide training and support of Auditing/Inspecting staff to maintain Department of Energy Quality Control Inspector (QCI) status
• Maintain program data in EAssist with export capability to Octopia

Appliance Management Program (AMPS)

• Perform 150 AMPS audits in the Eversource and NGRID territory
• Leverage installations of $75,000 in: energy efficient light bulbs; the value of refrigerator/freezer replacements; and other energy conservation measures
• Leverage $26,250 in operations funding to support WAP and HWAP
• Maintain program client and service data in Octopia

Lend a Hand/Board Fund

• Assist 10 households in crisis each year with emergency rent/mortgage/heating assistance or other assistance, contingent upon fundraising levels and in accordance with direction provided by the Board of Directors.

FY20 Housing Objectives

Fuel Assistance

• Process over 10,500 Fuel Assistance applications for low income households on the South Shore, Cape Cod, and the Islands
• Provide Fuel Assistance to 8,800 eligible households
• Advocate for federal funding sufficient to assist low income households to remain in their homes with heat during the heating season
• Advocate for a State allocation when needed to supplement Federal Fuel Assistance funds
• Maintain partnerships with 56 outreach sites to provide geographic access to all 39 towns served by the Program/fiscal year
• Provide supplemental Fuel Assistance via public and private resources, including Town of Dennis, Citizens Energy, Martha’s Vineyard Endowment, FEMA/EFSP, and other foundation funds, contingent upon availability of funding
• Maintain client demographic and service data for Fuel Assistance and all supplemental fuel assistance programs in Octopia

FEMA Emergency Food & Shelter Program (EFSP); Town of Dennis Fuel Assistance; Citizens Energy; Cape and Islands Donated Funds; and Other Donated Energy Assistance Funds

• Provide $60,000 annually in emergency rent, mortgage, or energy assistance to 150 households, contingent upon available funding and leveraged resources
HEARTWAP (Heating System Repair and Replacement)

- Provide federally-funded heating system repair and replacement services to 475 households based on an estimated $306,390 in annual revenue
- Leverage private utility funded heating system repair and replacement services from 6 utilities (Eversource Gas; Eversource Electric; NGRID Gas; NGRID Electric; Columbia Gas; and Middleboro Gas & Electric) for 85 households based on an estimated $350,000 in annual revenue
- Maintain program data in EAssist with export capability to Octopia

Weatherization

- Provide federally-funded Weatherization services to 28 households based on an estimated $125,000 in annual revenue
- Leverage private utility funded Weatherization services from 6 utilities (Eversource Gas; Eversource Electric; NGRID Gas; NGRID Electric; Columbia Gas; and Middleboro Gas & Electric) for 175 households/year based on an estimated $980,000 in revenue annually
- Provide training and support of Auditing/Inspecting staff to maintain Department of Energy Quality Control Inspector (QCI) status
- Maintain program data in EAssist with export capability to Octopia

Appliance Management Program (AMPS)

- Perform 150 AMPS audits in the Eversource and NGRID territory
- Leverage installations of $75,000 in: energy efficient light bulbs; the value of refrigerator/freezer replacements; and other energy conservation measures
- Leverage $26,250 in operations funding to support WAP and HWAP
- Maintain program client and service data in Octopia

Lend a Hand/Board Fund

- Assist 10 households in crisis each year with emergency rent/mortgage/heating assistance or other assistance, contingent upon fundraising levels and in accordance with direction provided by the Board of Directors.

CSBG Domain: Health and Social/Behavioral Development

Strategic Health and Social/Behavioral Development Goals

To address the nutrition and food security needs of low income people, SSCAC will work toward achieving the following individual and family goals of:

- providing emergency food assistance directly to low income people of all ages through its Food Resources Program, South Shore Early Education Program (including USDA funded meals and snacks), and Food Basket services.
SSCAC will pursue community goals of:

- coordinating the emergency food relief system on the South Shore through its Food Resources Program to collect, store, and distribute a half million pounds of emergency food each year,
- increasing the donated time of volunteers in support of our Food Resources program, and
- increasing the donated food to our Food Resources program.

SSCAC will pursue the agency goal of:

- promoting civic engagement and involvement of volunteers from all sectors of our communities to support our Food Resources program’s collection, storage, and distribution of emergency food.

To address the opioid crisis, SSCAC will pursue the community goal of:

- supporting the increase of community access to opioid addiction recovery services by leasing space to the Plymouth Recovery Center and creating a cross-referral system with the Plymouth Recovery Center, Beth Israel Deaconess-Plymouth, and other behavioral health services as appropriate.

**FY18 Health and Social/Behavioral Development Objectives**

*Food Resources Program*

- Collect and distribute 285,000 pounds of locally donated food
- Continue local food drives with focus on point-of-sale store donations and expand local food donations through food “recovery” efforts
- Facilitate distribution of 180,000 pounds of Greater Boston Food Bank food through food deliveries at the Food Distribution Center one time/month
- Distribute up to 15,000 pounds of fresh produce through Healthy Harvest, contingent upon funding and continued food donations from Plymouth County Farm
- Distribute up to 15,235 pounds of emergency food via Lend A Hand funds, contingent upon fundraising levels and in accordance with direction provided by the Board of Directors.
- Provide direct support for Councils on Aging Meals on Wheels clients by maintaining the 239 bags of food distributed monthly to 9 COA’s, expanding food delivery as needed and where feasible
- Provide direct food support for SSCAC’s South Shore Early Education families; Algonquin Heights households, and SSCAC’s Energy and other program applicants via monthly bagged food distribution
- Maintain partnership with 10 elementary schools to distribute food to 351 children/week via the program’s Backpack Food for Kids
- Continue public information efforts via Facebook, Twitter, e-blasts, and participation in fundraising and community outreach events
- Coordinate over 4,000 hours of volunteer time annually
- Maintain donor and volunteer recognition events/opportunities
• Continue to support local pantries in efforts to increase their capacity to become members of GBFB where feasible
• Continue to explore nutrition education strategies for pantries and their clients
• Raise $267,800 through maintenance of existing private funding and continued efforts to supplement donations.

USDA Child and Adult Care Feeding Program

• Provide CACFP/USDA meals and snacks to 400 children enrolled at South Shore Early Education

Food Basket

• Provide emergency food gift cards to 30 households

Plymouth Recovery Center Collaboration

• Maintain community access to opioid and other addiction recovery services by leasing space/co-locating the Plymouth Recovery Center at SSCAC’s Obery Street facility.
• Process referrals to/from the Plymouth Recovery Center and SSCAC’s programs

FY19 Health and Social/Behavioral Development Objectives

Food Resources Program

• Collect and distribute 287,850 pounds of locally donated food
• Continue local food drives with focus on point-of-sale store donations and expand local food donations through food “recovery” efforts
• Facilitate distribution of 180,000 pounds of Greater Boston Food Bank food through food deliveries at the Food Distribution Center one time/month
• Distribute up to 15,000 pounds of fresh produce through Healthy Harvest, contingent upon funding and continued food donations from Plymouth County Farm
• Distribute up to 15,235 pounds of emergency food via Lend A Hand funds, contingent upon fundraising levels and in accordance with direction provided by the Board of Directors.
• Provide direct support for Councils on Aging Meals on Wheels clients by maintaining the 239 bags of food distributed monthly to 9 COA’s, expanding food delivery as needed and where feasible
• Provide direct food support for SSCAC’s South Shore Early Education families; Algonquin Heights households, and SSCAC’s Energy and other program applicants via monthly bagged food distribution
• Maintain partnership with 10 elementary schools to distribute food to 351 children/week via the program’s Backpack Food for Kids
• Continue public information efforts via Facebook, Twitter, e-blasts, and participation in fundraising and community outreach events
• Coordinate over 4,000 hours of volunteer time annually
• Maintain donor and volunteer recognition events/opportunities
• Continue to support local pantries in efforts to increase their capacity to become members of GBFB where feasible
• Continue to explore nutrition education strategies for pantries and their clients
• Raise $275,000 through maintenance of existing private funding and continued efforts to supplement donations.

**USDA Child and Adult Care Feeding Program**

• Provide CACFP/USDA meals and snacks to 400 children enrolled at South Shore Early Education

**Food Basket**

• Provide emergency food gift cards to 30 households

**Plymouth Recovery Center Collaboration**

• Maintain community access to opioid and other addiction recovery services by leasing space/co-locating the Plymouth Recovery Center at SSCAC’s Obery Street facility.
• Process referrals to/from the Plymouth Recovery Center and SSCAC’s programs

**FY20 Health and Social/Behavioral Development Objectives**

**Food Resources Program**

• Collect and distribute 285,000 pounds of locally donated food
• Continue local food drives with focus on point-of-sale store donations and expand local food donations through food “recovery” efforts
• Facilitate distribution of 180,000 pounds of Greater Boston Food Bank food through food deliveries at the Food Distribution Center one time/month
• Distribute up to 15,000 pounds of fresh produce through Healthy Harvest, contingent upon funding and continued food donations from Plymouth County Farm
• Distribute up to 15,235 pounds of emergency food via Lend A Hand funds, contingent upon fundraising levels and in accordance with direction provided by the Board of Directors.
• Provide direct support for Councils on Aging Meals on Wheels clients by maintaining the 239 bags of food distributed monthly to 9 COA’s, expanding food delivery as needed and where feasible
• Provide direct food support for SSCAC’s South Shore Early Education families; Algonquin Heights households, and SSCAC’s Energy and other program applicants via monthly bagged food distribution
• Maintain partnership with 10 elementary schools to distribute food to 351 children/week via the program’s Backpack Food for Kids
• Continue public information efforts via Facebook, Twitter, e-blasts, and participation in fundraising and community outreach events
• Coordinate over 4,000 hours of volunteer time annually
• Maintain donor and volunteer recognition events/opportunities
- Continue to support local pantries in efforts to increase their capacity to become members of GBFB where feasible
- Continue to explore nutrition education strategies for pantries and their clients
- Raise $285,000 through maintenance of existing private funding and continued efforts to supplement donations.

**USDA Child and Adult Care Feeding Program**

- Provide CACFP/USDA meals and snacks to 400 children enrolled at South Shore Early Education

**Food Basket**

- Provide emergency food gift cards to 30 households

**Plymouth Recovery Center Collaboration**

- Maintain community access to opioid and other addiction recovery services by leasing space/co-locating the Plymouth Recovery Center at SSCAC’s Obery Street facility.
- Process referrals to/from the Plymouth Recovery Center and SSCAC’s programs

**CSBG Domain: Education and Cognitive Development**

**Strategic Education and Cognitive Development Goals**

SSCAC will support the educational and cognitive development of young children and adults. To address the early education needs of low income children, SSCAC will work toward achieving the individual and family goals of:

- ensuring low income infants, toddlers, and preschoolers have access to affordable high-quality, center-based and home-based early education and care and
- ensuring low income infants, toddlers, and preschoolers who are not currently involved in the early education and care mixed delivery system have local access to free, high-quality, community-based early education opportunities.

SSCAC will also work toward achieving the community goal of increasing opportunities for low income families to access child care by lengthening Head Start and Early Head Start school days and extending the Head Start school year.

SSCAC will pursue agency goal of increasing civic engagement and community involvement by increasing donations of time and resources in support of our South Shore Early Education program and our South Shore Family Network.

To address the education needs of low income adults, SSCAC will work toward achieving the individual and family goals of:
ensuring low income parents of young children have access to parent education opportunities
providing information and referrals for adult education opportunities

SSCAC will work toward achieving the community goal of creating/supporting local opportunities for low income adults to access post-secondary education by leasing space to and collaborating with Massasoit Community College.

**FY18 Education and Cognitive Development Objectives**

*South Shore Early Education*

- Increase 54 Head Start preschool children in Marshfield to 6 hours per day for 170 days
- Increase 40 Early Head Start children to 6 hours a day for 52 weeks
- Enroll 230 preschool children in 195 Head Start preschool slots
- Enroll 85 children in 56 Early Head Start slots including 4 pregnant mothers
- Enroll 30 DCF/Supportive children in 25 DCF/Supportive slots
- Enroll 15 Homeless children in 10 Homeless slots
- Enroll 128 Income Eligible children in 98 Income Eligible slots
- Provide transportation to 395 children totaling 114,000 trips
- Hire a permanent Substitute for 52 weeks
- Provide 8 support staff in classrooms
- Increase parent volunteers to 10,000 hours- 300 parent volunteers, 100 non-parent volunteers and 18 Policy Council volunteers
- Provide volunteer and leadership opportunities for parents with Policy Council, representatives to State MA Head Start meetings, New England Head Start trainings and as representative to the Board of Directors
- To increase knowledge and awareness of school readiness, screening, and orientations related to transitions to/from South Shore Early Education, continue collaborations with public schools (Plymouth, Marshfield, Silver Lake, Carver, Duxbury, Hanover, Norwell, Cohasset, Hingham and Scituate,) WIC, Kennedy Donovan Early Intervention, Quincy College, Massasoit College, South Bay Mental Health, and other community agencies
- Increase staffing pattern and consultant contracted services to accommodate Head Start/Early Head Start “dose and duration” expansion grant
- Distribute 32 bags of groceries to Head Start families monthly via internal partnership with SSCAC’s Food Resources Program
- Partner with Commonwealth Mobile Oral Health Services to provide dental screenings to all children without access to a dental home
- Involve 80% of the parents in education training activities to increase the knowledge of dental health
- Partner with local farmers to bring nutritious produce to the children and families at South Shore Early Education
- Apply for state-funded contracted slots in June 2018 (DCF supportive, Income Eligible, and Homeless preschoolers and infants/toddlers)
South Shore Family Network (SSFN)

- Offer three 15-week sessions of literacy based parent-toddler playgroups for 59 children and 55 parents free-of-charge at two locations in partnership with the Kennedy-Donovan Early Intervention Program in Kingston and the Duxbury Integrated Preschool at Chandler Elementary School.
- Offer eight 6-week “Raising a Reader” parent-child programs for 113 children and 75 parents free-of-charge at public libraries in Carver, Halifax, Hanover, Hingham, Kingston, Pembroke, Plympton and Scituate.
- Offer fifteen 6-week STEM-based parent-child programs for 252 children and 156 parents free-of-charge at public libraries in Carver, Duxbury, Halifax, Hanover, Hingham, Kingston, Norwell, Pembroke, Plympton and Scituate as well as the South Shore Children’s Museum in Hanover.
- Coordinate 57 parenting and child development education opportunities for 96 families including bi-weekly support groups for parents with young children at Pilgrim’s Hope Family Shelter in Kingston and the Bethesda House in Pembroke as well as Parenting Education Workshops at the public libraries in Carver, Plympton and Hingham, the South Shore YMCA in Hanover, Bright Horizons in Pembroke and the John Carver Elementary School in Carver.
- Explore partnership with local family shelters (including Rehoboth House in Norwell and Hingham Shelters run by Friends of the Homeless of the South Shoe, housing authorities in Carver, Halifax, Hanover, Norwell and Housing Solutions of the South Shore) and programs for grandparents raising grandchildren (such as the Tri-Town Facts support group for Halifax, Kingston and Plympton) to create opportunities to build social connections and resilience.
- Serve as an informative clearinghouse for family resources, including research, development and distribution of a Family Support Resource Directory for families with children from birth through age 8.
- Increase parent leadership opportunities on the South Shore Family Network Advisory Council and form an ad-hoc subcommittee for the purpose of planning and developing community events and identifying relevant topics for parenting workshops.
- Maintain a partnership with at least 101 community stakeholders.
- Coordinate the volunteer services of 32 Council Members (21 program representatives and 11 parent representatives) who will donate 352 hours participating in quarterly meetings and two early childhood literacy fairs, 75 community partners who will volunteer 225 hours participating in two early childhood literacy fairs, and 5 consultants will volunteer 10 hours facilitating parenting workshops.

Adult Education

- Partner with Massasoit Community College to provide Child Growth and Development course for 7 parents which will lead to a CDA, EEC license, and/or Associate’s Degree
- Partner with Massasoit Community College to bring a Director I course to SSEE staff pursuing a Lead Teacher certificate
- Provide information and referrals to adult basic education opportunities
FY19 Education and Cognitive Development Objectives

South Shore Early Education

- Enroll 230 children in 195 Head Start preschool slots
- Enroll 85 children in 56 Early Head Start slots including pregnant mothers
- Enroll DCF Supportive, Homeless, and Income Eligible infants, toddlers, and preschoolers at enrollment levels contingent upon EEC contract award
- Provide transportation to 395 children totaling 114,000 trips
- Partner with local farmers to bring nutritious produce to the children and families at South Shore Early Education
- Maintain 8 support staff in Head Start classrooms
- Involve 80% of the parents in training activities for mental health/wellness
- Maintain parent volunteers at 10,000 hours
- Provide volunteer and leadership opportunities for parents with Policy Council, representatives to State MA Head Start meetings, New England Head Start trainings and as representative to the Board of Directors
- Continue collaborations with the Plymouth, Marshfield, Silver Lake, Carver, Duxbury, Hanover, Norwell, Cohasset, Hingham and Scituate Public schools/WIC, Kennedy Donovan, Quincy College, Massasoit College, South Bay Mental Health community agencies to increase knowledge and awareness of School Readiness, screening, orientations with regard to transitions to/from South Shore Early Education
- Provide Mix-It Up Cooking Class for parents
- Continue to partner with Commonwealth Mobile Oral Health Services to provide dental screenings to all children without access to a dental home
- Prepare for Head Start and/or Early Head Start monitoring review, as needed
- Prepare for and complete licensing for Plymouth and Marshfield child care centers.
- Prepare for and complete NAEYC reviews for Plymouth and Marshfield child care centers

South Shore Family Network (SSFN)

- Offer three 15-week sessions of literacy based parent-toddler playgroups for 62 children and 58 parents free-of-charge at two locations in partnership with the Kennedy-Donovan Early Intervention Program in Kingston and the Duxbury Integrated Preschool at Chandler Elementary School.
- Offer fifteen 6-week STEM-based parent-child programs for 265 children and 164 parents free-of-charge at public libraries in Carver, Duxbury, Halifax, Hanover, Hingham, Kingston, Norwell, Pembroke, Plympton and Scituate as well as the South Shore Children’s Museum in Hanover.
- Coordinate 57 parenting and child development education opportunities for 101 families including bi-weekly support groups for parents with young children at Pilgrim’s Hope Family Shelter in Kingston and the Bethesda House in Pembroke as well as Parenting
Workshops at the public libraries in Carver, Plympton and Hingham, the South Shore YMCA in Hanover, Bright Horizons in Pembroke and the John Carver Elementary School in Carver.

- Serve as an informative clearinghouse for family resources, including research, development and distribution of a Family Support Resource Directory for families with children from birth through age 8.
- Maintain a partnership with at least 75 community stakeholders.
- Coordinate the volunteer services of 32 Council Members (21 program representatives and 11 parent representatives) who will donate 352 hours participating in quarterly meetings and two early childhood literacy fairs, 75 community partners who will volunteer 225 hours participating in two early childhood literacy fairs, and 5 consultants will volunteer 10 hours facilitating parenting workshops.

**Adult Education**

- Partner with Massasoit Community College to provide Child Growth and Development course for 7 parents which will lead to a CDA, EEC license, and/or Associate’s Degree
- Partner with Massasoit Community College to bring a Director I course to SSEE staff pursuing a Lead Teacher certificate
- Provide information and referrals to adult basic education opportunities

**FY20 Education and Cognitive Development Objectives**

**South Shore Early Education**

- Enroll 230 children in 195 Head Start preschool slots
- Increase Dose/Duration to include 90 Head start preschool children pending funding
- Enroll 85 children in 56 Early Head start slots including pregnant mothers
- Enroll DCF Supportive, Homeless, and Income Eligible infants, toddlers, and preschoolers at enrollment levels contingent upon EEC contract award
- Provide transportation to 395 children totaling 114,000 trips
- Continue to provide CACFP/USDA meals and snacks to 400 enrolled children
- Partner with local farmers to bring nutritious produce to the children and families at South Shore Early Education
- Maintain 8 support staff in Head Start classrooms
- Increase parent volunteer hours to 11,000 hours
- Involve 80% of parents in training activities for prevention of childhood obesity- IMIL training
- Provide volunteer and leadership opportunities for parents with Policy Council, representatives to State MA Head Start meetings, New England Head Start trainings and as representative to the Board of Directors
- Continue collaborations with the Plymouth, Marshfield, Silver Lake, Carver, Duxbury, Hanover, Norwell, Cohasset, Hingham and Scituate Public schools/WIC, Kennedy Donovan, Quincy College, Massasoit College, South Bay Mental Health community agencies to
increase knowledge and awareness of School Readiness, screening, orientations with regard to transitions to/from South Shore Early Education

- Provide Mix-It Up Cooking Class for parents
- Continue to partner with Commonwealth Mobile Oral Health Services to provide dental screenings to all children without access to a dental home
- Prepare for Head Start and/or Early Head Start monitoring review, as needed.

**South Shore Family Network (SSFN)**

- Offer three 15-week sessions of literacy based parent-toddler playgroups for 65 children and 61 parents free-of-charge at two locations in partnership with the Kennedy-Donovan Early Intervention Program in Kingston and the Duxbury Integrated Preschool at Chandler Elementary School.
- Offer eight 6-week “Raising a Reader” parent-child programs for 125 children and 83 parents free-of-charge at public libraries in Carver, Halifax, Hanover, Hingham, Kingston, Pembroke, Plympton and Scituate.
- Offer fifteen 6-week STEM-based parent-child programs for 278 children and 172 parents free-of-charge at public libraries in Carver, Duxbury, Halifax, Hanover, Hingham, Kingston, Norwell, Pembroke, Plympton and Scituate as well as the South Shore Children’s Museum in Hanover.
- Coordinate 57 parenting and child development education opportunities for 106 families including bi-weekly support groups for parents with young children at Pilgrim’s Hope Family Shelter in Kingston and the Bethesda House in Pembroke as well as Parenting Workshops at the public libraries in Carver, Plympton and Hingham, the South Shore YMCA in Hanover, Bright Horizons in Pembroke and the John Carver Elementary School in Carver.
- Serve as an informative clearinghouse for family resources, including research, development and distribution of a Family Support Resource Directory for families with children from birth through age 8.
- Maintain a partnership with at least 75 community stakeholders.
- Coordinate the volunteer services of 32 Council Members (21 program representatives and 11 parent representatives) who will donate 352 hours participating in quarterly meetings and two early childhood literacy fairs, 75 community partners who will volunteer 225 hours participating in two early childhood literacy fairs, and 5 consultants will volunteer 10 hours facilitating parenting workshops.

**Adult Education**

- Partner with Massasoit Community College to provide Child Growth and Development course for 7 parents which will lead to a CDA, EEC license, and/or Associate’s Degree
- Partner with Massasoit Community College to bring a Director I course to SSEE staff pursuing a Lead Teacher certificate
- Provide information and referrals to adult basic education opportunities
CSBG Domain: Employment

Strategic Employment Goals

To address employment needs, SSCAC will pursue the individual and family goals of:

- providing employment and skills training for low income Head Start/Early Head Start parents, and
- supporting SSCAC staff participation in job-related training and post-secondary education.

SSCAC will pursue community level goals of:

- increasing the number of adult education certificate training opportunities in our communities by continuing to lease space to and collaborate with Massasoit Community College, and
- collaborating with other employment partners including the Plymouth Chamber of Commerce, the Plymouth Career Center, Quincy College in Plymouth, and the South Shore Workforce Investment Board.

FY18 Employment Objectives

Job Training for Early Education Parents

- Provide opportunities for 7 South Shore Early Education parents to participate in training as teacher aides, certified food handlers, or Commercial Drivers’ Licensed bus drivers.

Job Training Community Access and Collaborations

- Collaborate with Massasoit Community College to provide a minimum of 3 job-related training courses at SSCAC’s Plymouth location.
- Provide information and referrals to Massasoit Community College, the Plymouth Career Center, Quincy College in Plymouth, and other workforce development partners.
- Continue to explore potential funding sources to support SSCAC’s currently unfunded Commercial Driver’s License Training Program.

Job-related Training and Education for SSCAC Staff

- Hire an Educational Coach to implement Practice Based Coaching for 4 SSEE teaching staff.
- Support SSCAC staff participation in job-related training.

FY19 Employment Objectives:

Job Training for Early Education Parents

- Provide opportunities for 7 South Shore Early Education parents to participate in training as teacher aides, certified food handlers, or Commercial Drivers’ Licensed bus drivers.
Job Training Community Access and Collaborations

- Collaborate with Massasoit Community College to provide a minimum of 3 job-related training courses at SSCAC’s Plymouth location.
- Provide information and referrals to Massasoit Community College, the Plymouth Career Center, Quincy College in Plymouth, and other workforce development partners.
- Continue to explore potential funding sources to support SSCAC’s currently unfunded Commercial Driver’s License Training Program.

Job-related Training and Education for SSCAC Staff

- Support SSCAC staff participation in job-related training.

FY20 Employment Objectives

Job Training for Early Education Parents

- Provide opportunities for 7 South Shore Early Education parents to participate in training as teacher aides, certified food handlers, or Commercial Drivers’ Licensed bus drivers.

Job Training Community Access and Collaborations

- Collaborate with Massasoit Community College to provide a minimum of 3 job-related training courses at SSCAC’s Plymouth location.
- Provide information and referrals to Massasoit Community College, the Plymouth Career Center, Quincy College in Plymouth, and other workforce development partners.
- Continue to explore potential funding sources to support SSCAC’s currently unfunded Commercial Driver’s License Training Program.

Job-related Training and Education for SSCAC Staff

- Support SSCAC staff participation in job-related training.

CSBG Domain: Income and Asset Building

Strategic Income and Asset Building Goals

To help low income individuals and families maximize their income to pay debts/overdue bills or to build savings, SSCAC will pursue the individual and family goal of providing free income tax preparation and filing through our Volunteer Income Tax Assistance program.

SSCAC will pursue the community goal of increasing civic engagement and community involvement by increasing donations of time in support of our Volunteer Income Tax Assistance program.
SSCAC will pursue the agency goal of engaging volunteers to support the work of our Volunteer Income Tax Assistance program.

**FY18 Income and Asset Building Objectives**

*Volunteer Income Tax Assistance (VITA)*

- Prepare and electronically file state and federal income taxes on behalf of 650 tax payers free of charge
- Ensure tax payers claim all the credits for which they are eligible to maximize their refunds or minimize their tax burden
- Coordinate the training and services of 10 volunteer tax preparers

**FY19 Income and Asset Building Objectives**

*Volunteer Income Tax Assistance (VITA)*

- Prepare and electronically file state and federal income taxes on behalf of 650 tax payers free of charge
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**FY20 Income and Asset Building Objectives**

*Volunteer Income Tax Assistance (VITA)*

- Prepare and electronically file state and federal income taxes on behalf of 650 tax payers free of charge
- Ensure tax payers claim all the credits for which they are eligible to maximize their refunds or minimize their tax burden
- Coordinate the training and services of 10 volunteer tax preparers

**Outcomes Across Multiple CSBG Domains**

**Strategic Goals Across Multiple CSBG Domains**

To address transportation barriers for low income people, SSCAC will pursue the individual and family goals of:

- providing handicap accessible, door-to-door paratransit services for elderly and/or disabled people to/from medical appointments, adult day health centers, work programs, school, and other destinations,
- providing bus transportation to its South Shore Early Education centers in Plymouth and Marshfield from 5 towns in the Marshfield area and all low income neighborhoods in Plymouth, Kingston, and Carver.
SSCAC will also work to achieve the community level transportation goal of coordinating and supporting regional transportation services.

To address the legal aid/consumer mediation needs of low income people, SSCAC will pursue the individual and family goal of:

- providing free consumer education and mediation on behalf of low income consumers through our Consumer Aid program.

SSCAC will pursue the community goal of increasing civic engagement and community involvement by increasing donations of time in support of our Consumer Aid program.

SSCAC will pursue the agency goal of engaging volunteers to support the work of our Consumer Aid program.

**FY18 Objectives Across Multiple CSBG Domains**

*Transportation*

- Provide 190,000 trips to 1,300 elderly and/or disabled passengers
- Maintain market share through SY15-20 Human Service Transportation RFP
- Replace 7 aging Transportation program vehicles, including use of Massachusetts Department of Transportation (MassDOT) capital grant(s)
- Pursue funding through MassDOT for Specialized “Vision Care Transportation shuttle for Plymouth and Marshfield areas”
- Expand Centralized Dispatch Project (CDP) to include up to 3 additional Councils on Aging, contingent upon application to and award of funding from MassDOT
- Maintain network of at least 40 partnerships
- Provide Transportation support to other SSCAC programs, as needed
- Continue to participate in Regional Coordinating Council
- Continue to pursue MassDOT grants for Transportation program operations
- Explore partnership with Councils on Aging in South Shore 10-town region for Shared Dispatch Expansion

*South Shore Early Education Bus Transportation*

- Provide bus transportation to 395 children enrolled in South Shore Early Education totaling 114,000 trips

*Consumer Aid*

- Process referrals received via a closed system from the MA Attorney General’s Office
- Provide 425 households with consumer mediation and education services, resulting in resolutions valued at $75,000
• Coordinate consumer complaint mediation and education services with the assistance of 1 volunteer donating 400 hours

FY19 Objectives Across Multiple CSBG Domains

Transportation

• Provide 200,000 trips to 1,350 elderly and/or disabled passengers
• Maintain market share through SY15-20 Human Service Transportation RFP
• Replace 7 aging Transportation program vehicles, including use of Massachusetts Department of Transportation (MassDOT) capital grant(s)
• Pursue funding through MassDOT for Specialized “Vision Care Transportation shuttle for Plymouth and Marshfield areas”
• Maintain collaboration with 3 COAs participating in Centralized Dispatch Project (CDP), contingent upon application to and award of funding from MassDOT
• Maintain network of at least 40 partnerships
• Provide Transportation support to other SSCAC programs, as needed
• Continue to participate in Regional Coordinating Council
• Continue to pursue MassDOT grants for Transportation program operations

South Shore Early Education Bus Transportation

• Provide bus transportation to 395 children enrolled in South Shore Early Education totaling 114,000 trips

Consumer Aid

• Process referrals received via a closed system from the MA Attorney General’s Office
• Provide 425 households with consumer mediation and education services, resulting in resolutions valued at $75,000
• Coordinate consumer complaint mediation and education services with the assistance of 1 volunteer donating 400 hours

FY20 Objectives Across Multiple CSBG Domains

Transportation

• Provide 200,000 trips to 1,350 elderly and/or disabled passengers
• Maintain market share through SY15-20 Human Service Transportation RFP
• Replace 7 aging Transportation program vehicles, including use of Massachusetts Department of Transportation (MassDOT) capital grant(s)
• Pursue funding through MassDOT for Specialized “Vision Care Transportation shuttle for Plymouth and Marshfield areas”
• Through Centralized Dispatch Project, maintain collaboration with 3 participating COAs and explore expansion to other South Shore COAs, contingent upon application to and award of funding from MassDOT
• Maintain network of at least 40 partnerships
• Provide Transportation support to other SSCAC programs, as needed
• Continue to participate in Regional Coordinating Council
• Continue to pursue MassDOT grants for Transportation program operations

South Shore Early Education Bus Transportation

• Provide bus transportation to 395 children enrolled in South Shore Early Education totaling 114,000 trips

Consumer Aid

• Process referrals received via a closed system from the MA Attorney General’s Office
• Provide 425 households with consumer mediation and education services, resulting in resolutions valued at $75,000
• Coordinate consumer complaint mediation and education services with the assistance of 1 volunteer donating 400 hours
AGENCY INFRASTRUCTURE OBJECTIVES

SSCAC’s agency infrastructure goals and objectives aim to strengthen our organizational capacity to best achieve the mission and goals of this strategic plan in the following areas: benefit enrollment and coordination, facilities, fiscal systems, governance, human resources, information/technology, planning and development.

Benefit Enrollment and Coordination of Services

Strategic Goal

Systems will continue to be implemented to track internal and external referrals

FY18 Objectives

- Use Benefits Hub to make 200 internal and external referrals.
- Track and report 2,200 information and referral calls.
- Continue to maintain client demographic and service data in Octopia.
- Update Family Resource Guide, maintain link on agency website, and distribute electronically to SSCAC Staff, Directors, and Managers.

FY19 Objectives

- Use Benefits Hub to make 210 internal and external referrals.
- Track and report 2,200 information and referral calls.
- Continue to maintain client demographic and service data in Octopia.
- Update Family Resource Guide, maintain link on agency website, and distribute electronically to SSCAC Staff, Directors, and Managers.

FY20 Objectives

- Use Benefits Hub to make 220 internal and external referrals.
- Track and report 2,200 information and referral calls.
- Continue to maintain client demographic and service data in Octopia.
- Update Family Resource Guide, maintain link on agency website, and distribute electronically to SSCAC Staff, Directors, and Managers.

Development

Strategic Goal

Engage in fundraising and development activities to raise private donations for programs and unrestricted funds.
FY18 Objectives

- Raise $300,000 for program-specific and general operating expenses, including $267,800 for the Food Resources Program
- Develop and implement coordinated, agency-wide fundraising and development activities
- Implement 3 direct mail appeal campaigns
- Implement 2 donor appreciation campaigns
- Host 2 fundraising events
- Participate in 5 fundraising events hosted by community partners on behalf of SSCAC
- Host 2 donor and volunteer appreciation events
- Develop corporate partnerships and event sponsorships
- Maintain online donation page on SSCAC website
- Achieve 50% individual donor retention rate
- Expand individual giving through 100 new individual donors
- Maintain corporate and private foundation fundraising efforts at 20 requests
- Continue use of DonorPerfect database to support fundraising activities and reporting
- Generate and distribute program-specific and agency-wide annual reports for funders and other agency stakeholders

FY19 Objectives

- Raise $307,500 for program-specific and general operating expenses, including $275,000 for Food Resources Program
- Develop and implement coordinated, agency-wide fundraising and development activities
- Implement 3 direct mail appeal campaigns
- Implement 2 donor appreciation campaigns
- Host 2 fundraising events
- Participate in 5 fundraising events hosted by community partners on behalf of SSCAC
- Host 2 donor and volunteer appreciation events
- Develop corporate partnerships and event sponsorships
- Maintain online donation page on SSCAC website
- Achieve 50% individual donor retention rate
- Expand individual giving through 100 new individual donors
- Maintain corporate and private foundation fundraising efforts at 20 requests
- Continue use of DonorPerfect database to support fundraising activities and reporting
- Generate and distribute program-specific and agency-wide annual reports for funders and other agency stakeholders

FY20 Objectives

- Raise $310,000 for program-specific and general operating expenses, including $285,000 for Food Resources Program
- Develop and implement coordinated, agency-wide fundraising and development activities
- Implement 3 direct mail appeal campaigns
• Implement 2 donor appreciation campaigns
• Host 2 fundraising events
• Participate in 5 fundraising events hosted by community partners on behalf of SSCAC
• Host 2 donor and volunteer appreciation events
• Develop corporate partnerships and event sponsorships
• Maintain online donation page on SSCAC website
• Achieve 50% individual donor retention rate
• Expand individual giving through 100 new individual donors
• Maintain corporate and private foundation fundraising efforts at 20 requests
• Continue use of DonorPerfect database to support fundraising activities and reporting
• Generate and distribute program-specific and agency-wide annual reports for funders and other agency stakeholders

Facilities

Strategic Goal

SSCAC will monitor facilities maintenance and ongoing agency needs to ensure vehicle and building capacity.

FY18 Objectives

• Develop and implement vehicle replacement plan for Transportation Program to increase fleet size to a minimum of 40 vehicles
• Maintain school bus fleet and transportation capacity of South Shore Early Education’s Marshfield and Plymouth centers
• Maintain Weatherization program’s 2 vehicles
• Procure cleaning, maintenance, landscaping, and plowing contracts for all agency facilities
• Maintain licensure of SSEE Marshfield and Plymouth facilities
• Repair and renovate South Shore Early Education’s Marshfield and Plymouth facilities as needed
• Work with Obery Street tenants to ensure facility capacity to support tenant activities
• Continue to pursue funding opportunities to expand/renovate buildings and maintain/increase vehicle capacity, as needed
• Monitor need for expanded parking at Obery Street facility

FY19 Objectives

• Develop and implement vehicle replacement plan for Transportation Program to increase fleet size to a minimum of 40 vehicles
• Maintain school bus fleet and transportation capacity of South Shore Early Education’s Marshfield and Plymouth centers by replacing one bus
• Maintain Weatherization program’s 2 vehicles
• Procure cleaning, maintenance, landscaping, and plowing contracts for all agency facilities
• Prepare for and complete licensure process for SSEE Marshfield and Plymouth facilities
• Repair and renovate South Shore Early Education’s Marshfield and Plymouth facilities as needed
• Work with Obery Street tenants to ensure facility capacity to support tenant activities
• Continue to pursue funding opportunities to expand/renovate buildings and maintain/increase vehicle capacity, as needed
• Monitor need for expanded parking at Obery Street facility

**FY20 Objectives**

• Develop and implement vehicle replacement plan for Transportation Program to increase fleet size to a minimum of 40 vehicles
• Maintain school bus fleet and transportation capacity of South Shore Early Education’s Marshfield and Plymouth centers
• Maintain Weatherization program’s 2 vehicles
• Procure cleaning, maintenance, landscaping, and plowing contracts for all agency facilities
• Maintain licensure of SSEE Marshfield and Plymouth facilities
• Repair and renovate South Shore Early Education’s Marshfield and Plymouth facilities as needed
• Work with Obery Street tenants to ensure facility capacity to support tenant activities
• Continue to pursue funding opportunities to expand/renovate buildings and maintain/increase vehicle capacity, as needed
• Monitor need for expanded parking at Obery Street facility

**Fiscal Systems**

**Strategic Goal**

SSCAC will continue to strengthen fiscal systems so that the organization is well positioned to respond to changing funding landscapes, to make tactical financial decisions on programs and investments, and operate in compliance with applicable laws and regulations, including CSBG Organizational Standards.

**FY18 Objectives**

• Continue to upgrade Fiscal strategies, policies and procedures as required by various funding sources
• Create an agency-wide budget for the new fiscal year for approval by the Board prior to the beginning of said year
• Ensure SSCAC’s auditor presents the audited financial statements, the UFR and the IRS Form 990 are reviewed and approved by the Board at its January meeting
• Present financial reports at the regular Board meetings including the agency-wide financial statements and comparisons to budget
• Continue to update and maintain SSCAC’s Financial Procedures Manual to ensure compliance with applicable state and federal regulations
• Maintain financial training as applicable to enable agency adherence to federal and state regulations as they apply to various programs
- Participate in fiscal training as required by the American Institute of CPAs for Fiscal Director to maintain CPA license
- Continue systematic update/maintenance of inventory inclusive of new and disposed equipment
- Maintain a moderate, Fixed Indirect Cost Rate on a year-to-year basis
- Provide training to SSCAC Directors and Managers annually on various aspects of fiscal systems
- Provide one on one training as applicable to the Directors as to the financial reporting of their respective programs as well as Agency-wide financial reports
- Provide training to SSCAC Board of Directors regarding various aspects of financial reporting
- Work with Program Directors to develop program budgets in pursuit of new and continuing funding opportunities

**FY19 Objectives**

- Continue to upgrade Fiscal strategies, policies and procedures as required by various funding sources
- Create an agency-wide budget for the new fiscal year for approval by the Board prior to the beginning of said year
- Ensure SSCAC’s auditor presents the audited financial statements, the UFR and the IRS Form 990 are reviewed and approved by the Board at its January meeting
- Present financial reports at the regular Board meetings including the agency-wide financial statements and comparisons to budget
- Continue to update and maintain SSCAC’s Financial Procedures Manual to ensure compliance with applicable state and federal regulations
- Maintain financial training as applicable to enable agency adherence to federal and state regulations as they apply to various programs
- Participate in fiscal training as required by the American Institute of CPAs for Fiscal Director to maintain CPA license
- Continue systematic update/maintenance of inventory inclusive of new and disposed equipment
- Maintain a moderate, Fixed Indirect Cost Rate on a year-to-year basis
- Provide training to SSCAC Directors and Managers annually on various aspects of fiscal systems
- Provide one on one training as applicable to the Directors as to the financial reporting of their respective programs as well as Agency-wide financial reports
- Provide training to SSCAC Board of Directors regarding various aspects of financial reporting
- Work with Program Directors to develop program budgets in pursuit of new and continuing funding opportunities
- Conduct competitive bid process to re-procure auditing services and select agency auditor
FY20 Objectives

- Continue to upgrade Fiscal strategies, policies and procedures as required by various funding sources
- Create an agency-wide budget for the new fiscal year for approval by the Board prior to the beginning of said year
- Ensure SSCAC’s auditor presents the audited financial statements, the UFR and the IRS Form 990 are reviewed and approved by the Board at its January meeting
- Present financial reports at the regular Board meetings including the agency-wide financial statements and comparisons to budget
- Continue to update and maintain SSCAC’s Financial Procedures Manual to ensure compliance with applicable state and federal regulations
- Maintain financial training as applicable to enable agency adherence to federal and state regulations as they apply to various programs
- Participate in fiscal training as required by the American Institute of CPAs for Fiscal Director to maintain CPA license
- Continue systematic update/maintenance of inventory inclusive of new and disposed equipment
- Maintain a moderate, Fixed Indirect Cost Rate on a year-to-year basis
- Provide training to SSCAC Directors and Managers annually on various aspects of fiscal systems
- Provide one on one training as applicable to the Directors as to the financial reporting of their respective programs as well as Agency-wide financial reports
- Provide training to SSCAC Board of Directors regarding financial reporting
- Work with Program Directors to develop program budgets in pursuit of new and continuing funding opportunities

Governance

Strategic Goal

Continue to strengthen agency governance to ensure the agency’s capacity to achieve family and community outcomes in line with the vision and goals identified in this CARSP, changing fiscal and regulatory landscapes, and the overall mission of the agency.

FY18 Objectives

- Support transition of new Executive Director
- Review program outcomes and fiscal reports at regularly scheduled meetings
- Develop additional training and orientation materials for new Board members on the role of the Board in non-profits
- Oversee and approve lease agreements for Obery Street facility
- Review and approve agency by-laws, if needed
- Review and approve agency Personnel Policies by September 2018 if needed
- Review CSBG annual community action plan and progress reports
- Complete annual Board self-evaluations in April 2018
• Hold Election of Officers annually in March 2018
• Review and accept agency audit and IRS Form 990 in January 2018
• Review and approve Board minutes monthly, as applicable
• Sign Conflict of Interest Disclosure Form upon seating for new members and in September 2018
• Review and approve Financial Procedures Manual in February 2018, if needed
• Review and approve agency insurance policies/coverage and leases, as needed
• Review job descriptions, if needed
• Oversee Low Income Representative Election every three years in June
• Annual Nominating Committee motion 60 days prior to Annual Meeting
• Review Wage Comparability Chart in April 2018, if needed
• Participate in training with Head Start Policy Council

FY19 Objectives

• Review program outcomes and fiscal reports at regularly scheduled meetings
• Develop additional training and orientation materials for new Board members on the role of the Board in non-profits
• Oversee and approve lease agreements for Obery Street facility
• Review and approve agency by-laws, if needed
• Review and approve agency Personnel Policies by September 2019 if needed
• Review CSBG annual community action plan and progress reports
• Participate in CSBG Triennial Monitoring Review
• Complete annual Board self-evaluations in April 2019
• Hold Election of Officers annually in March 2019
• Review and accept agency audit and IRS Form 990 in January 2019
• Review and approve Board minutes monthly, as applicable
• Sign Conflict of Interest Disclosure Form upon seating for new members and in September 2019
• Review and approve Financial Procedures Manual in February 2019, if needed
• Review and approve agency insurance policies/coverage and leases, as needed
• Review job descriptions, if needed
• Conduct formal review of mission
• Oversee Low Income Representative Election in June 2019
• Annual Nominating Committee motion 60 days prior to Annual Meeting
• Review Wage Comparability Chart in April 2019, if needed
• Participate in training with Head Start Policy Council

FY20 Objectives

• Review program outcomes and fiscal reports at regularly scheduled meetings
• Develop additional training and orientation materials for new Board members on the role of the Board in non-profits
• Oversee and approve lease agreements for Obery Street facility
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- Review and approve agency by-laws, if needed
- Review and approve agency Personnel Policies by September 2020 if needed
- Review CSBG annual community action plan and progress reports
- Complete annual Board self-evaluations in April 2020
- Hold Election of Officers annually in March 2020
- Review and accept agency audit and IRS Form 990 in January 2020
- Review and approve Board minutes monthly, as applicable
- Sign Conflict of Interest Disclosure Form upon seating for new members and in September 2020
- Review and approve Financial Procedures Manual in February 2020, if needed
- Review job descriptions, if needed
- Oversee Low Income Representative Election every three years in June
- Annual Nominating Committee motion 60 days prior to Annual Meeting
- Review Wage Comparability Chart in April 2020, if needed
- Participate in training with Head Start Policy Council

Human Resources

Strategic Goal

SSCAC will support the human resources of the agency to ensure the agency’s capacity to achieve family and community outcomes.

FY18 Objectives

- Develop individual training plans (funded by program) for staff who have completed their six-month initial employment period (to include coursework, seminars, webinars, and post-secondary education).
- Maintain low-cost, defined Wellness Program
- Explore feasibility of implementing a formal employee identification badge system.
- Offer a minimum of 3 free employee trainings and activities
- Continue to review and improve the employee benefits package at a low/no cost.
- Increase accessibility and visibility of HR and Payroll department through implementation of monthly office hours at SSCAC sites other than main office.
- Distribute 10 emails and/or e-blasts to employees regarding payroll and/or other human resources subjects
- Provide agency guidance with regard to impact of changes to state and federal health care legislation
- Work with Directors and Board of Directors to increase the match ratio for agency 403(B) plan to 2:1 as a competitive benefit for employee retention.
- Continue ongoing meetings of agency Safety Subcommittee.
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- Continue ongoing meetings of agency Safety Subcommittee.

Information/Technology

Strategic Goal

SSCAC staff has computer skills and information/technology tools needed to perform work duties.
FY18 Objectives

- Increase PROMIS software knowledge and skill level for all South Shore Early Education staff by providing a Cleverex Training as-needed.
- Provide Teaching Strategies Gold training on an as-needed basis for new Teachers and Co-teachers hired by South Shore Early Education
- Increase agency capacity to produce Adobe Creative Cloud/Suite marketing collateral through staff training
- Maintain agency-wide inventory of information/technology infrastructure, including software, hardware, and peripherals.
- Perform ongoing assessment and upgrades of information/technology infrastructure, including software, hardware, and peripherals.
- Obtain additional licenses for Adobe Creative Cloud/Suite, PROMIS, Teaching Strategies Gold, DonorPerfect, and other programs, as needed
- Obtain additional computers, tablets, and peripherals, as needed, to support staff work and agency capacity.
- Maintain client and service data in Octopia central database and other proprietary databases as required by funders.
- Ensure Obery Street facility I/T capacity meets tenant needs, as appropriate.
- Implement use of ROMA NG Annual Report and Community Action Plan online reporting systems, including: changes to Octopia central database, staff training on updated versions of E-gov and Octopia, revision of program intake forms, and data collection and reporting procedures as needed

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**Planning**

**Strategic Goal**

Continue to strengthen agency implementation of ROMA NG, strategic planning, program development, data collection, program evaluation, reporting, and development.

**FY18 Objectives**

- Document ongoing agency compliance with CSBG Organizational Standards and submit self-assessments to DHCD
- Provide agency guidance and implement use of ROMA Next Generation, CSBG Annual Report, and DHCD reporting systems
- Work with Program Directors to review and revise intake and outcome data collection procedures and forms, update Octopia and other agency client/service databases, and align outcomes reporting with ROMA Next Generation, CSBG Annual Report, and DHCD reporting systems
- Work with Program Directors, Managers, and the Executive Director to develop CSBG annual community action plan, semi-annual progress report, and annual progress report for
the Board of Directors and DHCD using ROMA NG and CSBG Organizational Standards, as applicable

- Work with Program Directors, Managers, and staff to use of Benefits Hub online benefit enrollment and referral system
- Maintain a comprehensive calendar of funders and deadlines (proposal renewals and grant submissions, letters of inquiry, and reports, etc.)
- Work with Development Staff to write, submit, and track contract submissions, grant applications and RFP’s online and otherwise
- Assist South Shore Early Education Director with developing and submitting application for EEC contract slots
- Conduct prospect research of potential new funding sources
- Provide data and statistics in relation to planning and development functions for Executive Director, Board of Directors, and Program Directors
- Monitor and report to Executive Director and Board on implementation of 3-year Strategic Plan
- Develop and maintain relationships/contact with agencies involved in community assessment and strategic planning process
- Work with South Shore Family Network staff to conduct annual family needs assessments and action plans
- Work directly with Executive Director and Program Directors to strengthen agency’s development of new programs
- Coordinate with Development to support agency public information and private fundraising efforts
- Collect, aggregate, and report client and service data to DHCD via e-Gov for CSBG Annual Report

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Public Awareness

Strategic Goal

Raise public awareness about SSCAC and agency programs for the purpose of outreach to current clients and un-served populations, communication with the general public, and donor/volunteer engagement.

FY18 Objectives

• Create and distribute agency annual report
• Increase use of Facebook, Twitter, email, electronic newsletters, online activity calendars, etc.
• Create and distribute annual service reports and presentations for Boards of Selectmen in SSCAC’s incorporating towns, legislative delegates, and other municipal and County leaders
• Conduct follow-up interviews and collect client testimonial with Lend A Hand and other clients for outreach, fundraising, and impact reporting
• Submit 10 stories about current and former Lend A Hand clients to the Patriot Ledger
• Generate and submit 6 press releases to applicable media outlets
• Pursue opportunities for collaboration with schools, businesses, fraternal groups, sports teams/leagues/complexes, Chambers of Commerce to raise public awareness of SSCAC and its programs (e.g., expand Team Up Against Hunger campaign)
• Create and distribute hard-copy, electronic, and multi-media for each program and the general agency for purposes of outreach, public awareness, and fundraising

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SECTION 12 – PLAN MONITORING AND REPORTING

The CARSP ensures that SSCAC’s services align with national priorities for serving low income individuals, families, and communities and provides a framework for SSCAC to conduct semi-annual and annual evaluations of our progress toward meeting our strategic goals. SSCAC utilizes a range of tools to evaluate program performance and client satisfaction, including but not limited to the Results Oriented Management and Accounting (ROMA) system through which we engage in a continuous cycle of assessing community and internal needs and resources, plan programs and services, collect data to evaluate our effectiveness, and report on agency-wide programs and services for CSBG.

This CARSP is a major component of SSCAC’s ROMA implementation as it includes the first 2 phases of the ROMA cycle - our Community and Internal Assessment and our program planning. It also lays the groundwork for SSCAC to complete the remaining 3 phases of the ROMA cycle: implement programs, collect data about our results, evaluate services, and report our results to our Board of Directors and communities.

Each year, SSCAC develops an annual community action plan. Over the next 3 years, our community action plans will be informed by our CARSP. For each annual community action plan, SSCAC’s Planner works with Program Directors and Managers to review performance trends, establish annual targets, and identify tracking mechanisms. In developing SSCAC’s annual community action plan, the Planner, Directors, and Managers also review the annual objectives and targets established in this CARSP. The annual community action plan is reviewed and approved by SSCAC’s Executive Director and Board of Directors. At mid-year and as needed, our Planner works with Program Directors and Managers to evaluate ongoing progress and provide technical assistance toward meeting annual targets for program outcomes and outputs. These mid-year evaluations and final annual outcomes are reviewed and approved by SSCAC’s Executive Director and Board of Directors. Annual program evaluation incorporates review of and reporting on progress toward yearly outcomes as identified in our CARSP.

Beginning in FY18, this ROMA system will be enhanced with a new CSBG Annual Report which incorporates new performance indicators based on services and strategies identified as ROMA Next Generation (NG). SSCAC’s Planning objectives in this CARSP incorporate agency monitoring, preparation, training, capacity-building, and implementation of ROMA NG, as well as ongoing agency self-assessment for compliance with CSBG Organizational Standards implemented in 2016 as part of the national CSBG Performance Management process.

In addition to this ROMA system, Program Directors and Managers implement similar program development and evaluation systems that are unique and specific to their individual programs. All of SSCAC’s programs develop annual targets, track performance, and report to their respective funding sources, often using proprietary software and databases as mandated by their funders. To the extent possible, SSCAC works to coordinate and streamline these various program development, evaluation, and reporting systems with CSBG and ROMA NG. Further, all Program Directors and Managers prepare monthly program updates and progress reports for SSCAC’s Executive Director and Board of Directors.
Finally, individual programs conduct client satisfaction surveys for activities, services, and overall program operations to provide our clients with opportunities for providing feedback and input about our service provision. In so doing, SSCAC engages in an ongoing cycle of data collection and customer feedback that ensures the highest quality of service and engages our clients and communities in the ROMA cycle of planning, implementation, and evaluation. In sum, the ROMA cycle builds off and sustains our community in action.