



Human Services Programs  
of Carroll County, Inc.

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Human Services Programs  
of Carroll County, Inc.

**Community Needs Assessment**

**FY2023**

**Accepted by the Board of Directors 4/20/2023.**

## **About Us**

Human Services Programs of Carroll County, Inc. is a non-profit Community Action Agency founded in 1987 by Sylvia Canon Haines. In the 1980's, Sylvia worked for the Department of Social Services in Carroll County. She noticed that there were people who needed services that were not being provided – shelter for homeless women and children. In 1985, she started the women's shelter under the umbrella of the Department of Social Services. In 1987, taking a huge leap of faith, she made the decision to break away from Social Services and create the non-profit entity – Human Services Programs of Carroll County, Inc. HSP believes with the right support, everyone can embrace hope, make meaningful changes, and take advantage of opportunities that will lead to a fulfilling and self-sufficient life. HSP provides county-wide services to meet basic human needs for shelter, housing, utility assistance, eviction prevention, integrated case management, family support, economic mobility, and financial education. “HSP gives HOPE, inspires CHANGE, and provides OPPORTUNITY by mobilizing our community in the fight against poverty.” HSP's programs are designed to address the root causes of poverty and fill gaps in public services while guiding low-income households toward a path to self-sufficiency. As Carroll County's Community Action Agency, HSP is our community's greatest advocate for the at-risk, low-income population.

HSP core areas that support the agency's mission to end poverty include Shelter and Housing, Economic Mobility, Home Energy, and the Family Center. The Shelter & Housing Program encompasses all homeless shelters, Coordinated Entry, homeless prevention programs including eviction prevention, and other housing supports. HSP partners heavily with the Carroll County Government as well as several state and federal programs to provide Shelter and Housing services. Economic Mobility Programming provides integrated employment and training, financial education, and Volunteer Income Tax Preparation (VITA) Site.

Home Energy Programs specific purpose is to provide utility assistance services - through the Maryland Office of Home Energy Program (OHEP) and through financial assistance from community organizations and churches.

Lastly, but equally important is HSP's Family Center. The Carroll County Family Center in partnership with the Maryland Family Network promotes healthy family relationships and growth toward self-sufficiency through education, skill development, and personalized support. Families with children under 5 years of age receive crucial Child Health & Development Services, Adult Education & Parenting Services, Family Enrichment Services and Home Visitation Services. HSP is mindful of its mission to help at-risk and low-income people lift themselves from poverty.

Virtually all of Carroll County's low-income population is served through one or more of HSP's programs.

The agency model for service delivery is based on an integrative services approach. Each program utilizes a Needs Assessment along with traditional intake forms during the intake process to assess individual and family needs and match services. Program specific intake forms are also used. Forms collect basic demographic, income, and housing data while the Needs Assessment is the agency's tool to measure each participant's level of risk and identify specific needs. The assessment includes 10 basic need elements: including, housing, health, employment/income, substance abuse, mental health, well-being, parenting, credit history, education, and legal issues. This approach allows HSP staff to provide integrated services and referrals both internally and externally to improve participant outcomes. These services are numerous and varied to help reduce barriers to education, employment, and housing. Services include case management, homeless shelter and permanent housing, advocacy, financial assistance, financial workshops, and coaching, parenting education, early childhood development GED Preparation and ESOL Education, transportation, re-entry employment training, Tax Assistance, rental assistance, security deposits, eviction assistance, assistance identifying and obtaining housing, and property owner mediation.

### **Community Needs Assessment Purpose and Requirements:**

A Community Needs Assessment (CNA) is a statutory requirement of all Community Service Block Grant (CSBG) recipients. A community needs assessment is to be completed every three years. The CNA is intended to provide a broad understanding of the whole community to identify new programming and service gaps to address poverty. This CNA was conducted with the following CSBG organizational standards:

Standard 2.1 The organization analyzes information collected directly from low-income individuals as part of the community assessment.

Standard 2.2: The organization utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

Standard 3.1: The organization conducted a community assessment and issued a report within the past 3 years.

Standard 3.2: As part of the community assessment, the organization collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).

Standard 3.3: The organization collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.

Standard 3.4: The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.

Standard 3.5: The governing board formally accepts the completed community assessment.

## **What is Poverty?**

Poverty is statistically defined each year by the federal government. The federal fiscal year for 2022 data is below:

<b># Of Persons in family/household</b>	<b>Poverty guideline</b>
1	\$13,590
2	\$18,310
3	\$23,030
4	\$27,750
5	\$32,470
6	\$37,190
7	\$41,910
8	\$46,630
8+	Add \$4,720 for each additional person over 8.

## **Carroll County Characteristics**

Carroll County was created in 1837. The County was named for Charles Carroll of Carrollton. Carroll was a Marylander and the last surviving signer of the Declaration of Independence. Carroll has 8 incorporated municipalities: Taneytown, Hampstead, Manchester, Mount Airy, New Windsor, Sykesville, Union Bridge, and Westminster. Carroll County is located within the Baltimore Metropolitan Area. Also located in the Baltimore Metropolitan Area is Baltimore City, Anne Arundel County, Baltimore County, Harford County, Howard County, and Queen Anne's County. The unemployment rate for the county is 3.1% and half of the states average of 6.2%. The median Household Income is \$102,476. This is significantly higher than the state average of \$90,203. According to the 2020 US Census, Carroll County has a 4.76% poverty rate. With a total population of 171,294 individuals, that represents approximately 7,988 individuals that are experiencing poverty at or below the federal threshold.

## **Carroll County Poverty Statistics:**

<b>Data Set</b>	<b>County As a Whole</b>	<b>Individuals Experiencing Poverty</b>
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Number of Individuals	170,294	7,988
AGE		
Under 18 years	37,816	1,587
Under 5 years	8,943	349
5 to 17 years	28,873	1,238
Related children of householder under 18 years	37,792	1,563
18 to 64 years	102,653	4,327
18 to 34 years	31,530	899
35 to 64 years	71,123	3,428
60 years and over	42,620	2,592
65 years and over	29,825	2,074
SEX		
Male	84,826	3,268
Female	85,468	4,720
RACE AND HISPANIC OR LATINO ORIGIN		
White alone	150,170	5,210
Black or African American alone	4,842	620
American Indian and Alaska Native alone	N	N
Asian alone	4,584	781
Native Hawaiian and Other Pacific Islander alone	N	N
Some other race alone	N	N
Two or more races	N	N
Hispanic or Latino origin (of any race)	N	N
White alone, not Hispanic or Latino	147,626	5,094
EDUCATIONAL ATTAINMENT		
Population 25 years and over	120,103	6,115
Less than high school graduate	6,037	1,634
High school graduate (includes equivalency)	31,639	2,028
Some college, associate degree	33,942	1,286

Bachelor's degree or higher	48,485	1,167
<b>EMPLOYMENT STATUS</b>		
Civilian labor force 16 years and over	93,551	1,908
Employed	91,113	1,685
Male	49,266	834
Female	41,847	851
Unemployed	2,438	223
Male	1,551	87
Female	887	136
<b>WORK EXPERIENCE</b>		
Population 16 years and over	137,479	6,505
Worked full-time, year-round in the past 12 months	67,330	487
Worked part-time or part-year in the past 12 months	30,280	1,320
Did not work	39,869	4,698

### **HSP Program Specific Barriers to Self- Sufficiency**

Below are statistics that HSP participants have self-reported as barriers to self-sufficiency during intake to several services during FY22.

Services as a whole: In FY22 (Excluding OHEP participants) 2,471 individuals completed an assessment for services. 612 individuals stated that they frequently had transportation issues. 541 individuals stated that they sometimes had transportation issues.

Opportunity Works Participants: Of the 93 participants, 95% had a significant barrier to employment: 87% had a criminal background, 81% had substance abuse history, and 69% had a mental health diagnosis; 90% of participants had 2 or more significant barriers.

Shelter & Housing Coordinated Entry Participants: Of the 331 participants, 181 had a mental illness. 94 had an issue with substance or alcohol abuse, 110 were disabled, and 150 had no earned income.

Family Center Participants: 55% identified mental health needs (anxiety, depression, and loneliness). Fifty percent were concerned about reduced income or unemployment. Forty-five percent identified a lack of childcare options. 40% were concerned about educational support for their school-aged children. 35% identified challenges with access to housing or shelter. Thirty-five percent expressed concerns about access to food. 25% identified lack of access to

technology (computers, internet). 20% identified access to health care as a challenge. 15% were concerned about experiencing COVID, or helping others who were ill.

### **Community Needs Assessment Process**

At the November 17, 2022, HSP board meeting, the Board of Directors were advised that it is now time for HSP to complete their Community Needs Assessment. The timeline and overall goal for the CNA were discussed. Agency Leadership created the community surveys for participants, board members, agency staff, partner agencies, and the community at large. The final surveys were distributed on December 14, 2022. Interviews were completed by key community sectors and the low-income population in February. The results were presented, and the assessment was adopted by the Board of Directors on March 16, 2023.

### **Quantitative Data**

#### **Quantitative Survey Methodology:**

A quantitative survey was created and used consisting of 12 questions. Surveyors were asked to rate the level of need for 10 services. 5 choices were provided and defined as Strongly Agree, Agree, Neither Agree or Disagree, Disagree, and Strongly Disagree. 2 additional questions were asked that gave the opportunity for comment. The survey was live for a 2-week period.

#### Survey Questions:

1. Eviction Prevention and Housing Stability Services
2. Year-Round Emergency Homeless Shelter Service
3. Homeless Outreach Services in Encampments
4. Hands on Job Training
5. Money Management Training
6. Parental Education Services
7. Early Childhood Development Services
8. Utility Bill Assistance Services
9. Free tax Preparation
10. Free Clothing and Household Goods
11. Do you see a need for any services we do not offer? If so, what ones?
12. What do you think are our three most valuable services?

The Survey was sent to two specific groups. It was completed via paper copy in office by participants applying for emergency services. It was also sent online to various human services type agencies and the community at large via social media.

#### **HSP Participant Results:**

39 agency participants completed the survey. The results of the survey are as follows.

#### **Questions for service level of need:**

Area of Consideration	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Eviction Prevention and Housing Stability Services	66%	8%	13%	3%	3%
Year-Round Emergency Homeless Shelter Service	77%	8%	10%	0%	0%
Homeless Outreach Services in Encampment	49%	21%	24%	0%	0%
Hands on Job Training	62%	21%	10%	0%	0%
Money Management Training	59%	21%	13%	0%	0%
Parental Education Services	77%	8%	8%	0%	0%
Early Child Development Services	72%	10%	10%	0%	0%
Utility Bill Assistance Services	69%	5%	18%	0%	0%
Free Tax Preparation	79%	10%	0%	3%	0%
Free Clothing and Household Good	69%	15%	13%	3%	0%

#### Narrative Question and Answers

13. Do you see a need for any services we do not offer? If so, what ones?

- Coping skill
- Free houses
- Motel vouchers
- A shelter for couples without children
- Parenting courses for parents with special needs children
- Several “No” answers

14. What do you think are our three most valuable services?

- Shelter
- Parenting Classes, Hands on Job Training, and Utility Bill Assistance
- Encampment Outreach, Eviction prevention, and Utility Bill Assistance
- Shelter, Money Management Skills, Hands on Job Training
- Housing, Clothing
- Shelter, Eviction Prevention, Free Clothing
- Rental Help, Homelessness Services
- Shelter, Parental Education, Free Clothing
- Encampment Outreach, Utility Bill Assistance, and Free tax prep
- Emergency Shelter, Hands on job Training, and Utility bill assistance



- Encampment Outreach, Utility Bill Assistance, and Free clothing
- Shelter, Eviction prevention., and free tax prep
- Eviction prevention, shelter, utility bill assistance
- Shelter, encampment outreach, eviction prevention
- Shelter, utility bill assistance, and free tax prep
- Shelter, utility bill assistance, and free clothing
- Eviction prevention, emergency shelter, and Utility bill assistance
- Utility bill assistance, free clothing, housing
- Homeless prevention assistance
- Eviction prevention, utility bill assistance, hands on job training
- Utility bill assistance year-round shelter, and free tax prep
- Shelter, free clothing, and early child development services
- Hands on job training
- Shelter, free clothing, and hands on job training
- Shelter, free clothing, and housing assistance
- Parental Education, free clothing, and early child development services
- Hands on job training, Parental education, and free clothing

**Community Service and Community At Large Results:**

101 Community Service Staff and Community At Large Members completed the survey. The results of the survey are as follows.

Questions for service level of need:

Area of Consideration	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Eviction Prevention and Housing Stability Services	70%	25%	3%	2%	0%
Year-Round Emergency Homeless Shelter Service	78%	21%	1%	1%	0%
Homeless Outreach Services in Encampments	46%	47%	4%	2%	1%
Hands on Job Training	58%	28%	12%	1%	1%
Money Management Training	48%	37%	12%	2%	0%
Parental Education Services	69%	27%	2%	1%	0%
Early Child Development Services	56%	38%	6%	0%	0%
Utility Bill Assistance Services	66%	29%	5%	0%	0%
Free Tax Preparation	44%	38%	18%	1%	0%

Free Clothing and Household Goods	53%	30%	14%	3%	0%
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### Narrative Question and Answers

15. Do you see a need for any services we do not offer? If so, what ones?

- Car assistance, repairs assistance
- Childcare for those in on-the-job training
- Day shelter
- Emergency housing for foster kids aging out before age 21 or after.
- Expansion of beds
- Holiday Help
- Medical respite care
- Medication dosing for Mental Health Homelessness
- Mental Health and Addiction counseling.
- Mental Health and Addiction services.
- Mental Health and Recovery Peer Support
- No cost laundry services
- Satellite offices for people who have limited transportation but do not live in Westminster. Substance Use Treatment Centers
- Summer camp or Summer Care support
- Supportive Housing
- Transitional aged youth services
- Transportation for those who need to work.
- Youth homeless shelters & rehabilitation centers

16. What do you think are our three most valuable services? The answers submitted were:

- Shelter, heat/AC, and Tax Prep
- Eviction Prevention & Housing Stability, #2 Energy assistance, #3 Hands on Job training
- Shelter, Homeless Outreach and Energy Assistance
- Eviction Prevention, Homeless Shelter Services, Hands on Job Training
- 1. Housing for your family's needs, 2. Shelter, 3 Family Supports
- Shelter, Money Management Training, and Energy Assistance
- All
- Benefit enrollment, Case management
- Case management, financial education, support for young parents.
- Case management/Elimination of bureaucracy between State and Federal Agencies/  
Teach how to fish rather than government dependency.
- Emergency housing, job training, money management classes
- Emergency Shelter, Eviction Prevention, Energy Assistance
- Energy assistance, housing services, family support
- Eviction Prevention and Housing Stability Services, Year-Round Emergency Homeless Shelter Services, and Energy Assistance Services.
- Eviction prevention, Early Childhood Development and Shelters

- Eviction prevention, Energy assistance, and the year-round homeless shelter.
- Eviction prevention, Energy Assistance, Homeless Shelter
- Eviction prevention, homeless shelter, family center
- Eviction prevention, parent education, early childhood services
- Eviction Prevention, Shelter Services, Job Services
- Eviction Prevention. Year-Round Homeless Shelter Hands on Job Training
- Eviction prevention/housing stability Energy assistance Year-round homeless shelters
- Eviction Services Energy Assistance Parent Education
- Family Support Center Community Garden Financial education
- Financial Education, Job Training, and Eviction Prevention
- Food program, housing, case management
- Free secondhand clothing and household goods, year-round emergency homeless shelter, early childhood development
- homeless encampment outreach, year-round emergency shelter
- Homeless Outreach Services in Encampments, Early Childhood Development Services, and Free Secondhand Clothing and Household Goods.
- Homeless outreach, emergency shelters, eviction prevention.
- Homeless shelter and housing assistance; childcare assistance and parenting classes; financial assistance
- Homeless Shelter Services Eviction Prevention and Housing Stability Services Energy Assistance Services
- homeless shelter services, energy assistance, prevention, and stability services
- Homeless Shelter Services, Housing Stability, Energy Assistance
- Housing.
- Housing assistance.
- housing services and emergency housing services.
- housing stability, all year emergency sheltering, money management.
- Housing stability, job training, homeless outreach
- Housing stability, parenting/childhood education and development, job training with money management services
- Housing, care and education of children, employment
- Housing, childcare, and parenting
- Housing, outreach, case management
- Housing, utilities, and shelter
- Energy Assistance, Shelters, and Eviction Prevention services
- Job training housing and shelter
- Job training, homeless assistance, and food assistance
- Medication management, job training, access to services, housing counseling, job coaching
- Money Management Training, Energy Assistance, Hands on Job Training
- Money management, employment services, and parenting skills. Evictions can be prevented by tackling these three services
- Parent education, Energy support, Rent support
- Shelter for Women and Children
- Shelter services, early childhood development, parenting classes
- Shelter services, energy assistance, one stop entry

- Shelter, and tax and energy services
- Shelter, eviction help, heating bill
- Shelter, Eviction Prevention and Energy Assistance
- Shelter, Eviction Prevention, Energy Assistance
- Shelter, eviction/housing stability, case management
- Shelter, financial education, educating parents on caretaking
- Shelter, outreach, assistance
- Shelter, Rental and Energy Assistance, Early Childhood Development
- Shelter, shelter, shelter
- Shelter, utilities assistance, connecting with resources
- Shelters, Eviction prevention, and Energy assistance
- Shelter services. Homeless outreach Mental health and addiction counseling
- Shelter Services Homeless Outreach Services in Encampments Eviction Prevention

## **Qualitative Data**

### **Qualitative Survey Methodology:**

Interviews were conducted with leaders of Community Based Organizations, Faith Based Organizations, the Private Sector, the Public Sector, Educational institutions, and the low-income population. Two surveys were completed and are as follows:

The survey for organizations, sectors, and institutions consisted of 4 questions.

- 1) What are the most important services HSP offers?
- 2) What is the largest barrier to stepping out of poverty?
- 3) What sub-population has the largest needs and gaps in services?
- 4) What new services could Carroll County use to elevate the needs of the low-income population?

The survey for the low-income population consisted of 4 questions.

- 1) What are the most important services HSP offers?
- 2) What is the largest barrier to stepping out of poverty?
- 3) What sub-population has the largest needs and gaps in services?
- 4) What new services could Carroll County use to elevate the needs of the low-income population?

### **Survey answers for the organizations, sectors, and institutions:**

#### Question One Answers

- Networking across providers and effective communication. Any door entry. Provides a wealth of services procured by innovative and committed human service organizational leaders, warm meals every single day in town.
- We work collaboratively across agencies to ensure we are wrapping around the whole person and helping to identify resources.
- Carroll County has a supportive network of public agencies and nonprofit organizations that Support the needs of low-income populations. The network works collaboratively to identify community Level needs, as well as plans collaboratively to meet individual needs. Staff are in regular communication with one another, and a concerted effort is made to share information about available services. Additionally, the agencies partner to provide several community resource fairs during the year. We provide financial, housing, case management, food, and workforce services, to name a few.
- Carroll County has many nonprofits that support the low income/homeless population with food banks, shelters, free healthcare, clothing. These support systems are important for the low-income population and Carroll County residents to give to those in need. The people and employees that volunteer and work for these nonprofit organizations have mission statements, drive, and focus to help these individuals which government programs do not have.
- Shelter, eviction prevention and utility assistance.

#### Question Two Answers

- Affording Housing.
- Transportation sucks and there is intentional willfulness among government officials to keep it that way.
- Affordable Housing coupled with Housing Stability and following individuals once they are housed to ensure they have the appropriate support to remain housed.
- There are multiple barriers including: affordable childcare, affordable housing, public transportation, job training, and jobs that pay more than minimum wage. We need to expand services to serve more people, support people so they have time to train for a job/learn new skills. We also lack enough mental health and addition services to meet the needs.
- Culture, mindset, and fatherlessness. If you look at children in first generation immigrant families from other countries that come into the US and compare them to children from families that have been established in the US for multiple generations, the 1<sup>st</sup> generation immigrant children tend to get better grades in school, go to better colleges, get higher paying jobs, get married more and divorce less. These 1<sup>st</sup> generation immigrant families the children come from, tend to do better economically and more likely to come from 2 parent households. As we have seen an increase in single parent households, we have also seen an increase in poverty, homelessness, anxiety, depression, drug use and deaths from suicide and drug use and all of these are linked.
- Substance abuse and mental illness.

#### Question Three Answers

- People of Color have the largest needs and gaps – having to overcome racism along with other challenges. That is especially true for people who are Black and Latinx.
- People with mental health and substance use disorders.

- There are multiple sub-populations that lack services. We lack adequate Spanish speaking staff for our ELL population in various agencies. Our LGBTQ population reports feeling alienated.
- Mentally ill and drug addicted. For people that are going through poverty, drug addiction, homelessness to get back to where they can begin becoming part of society, they need tools to break these cycles.
- Middle aged, childless men that have burned bridges with supportive services.

#### Question Four Answers

- More deliberate integration of mental health and substance abuse services in the shelter system.
- 24-hour walk in mental health assessment/crisis beds as well as a mental health court.
- Additional job training programs that pay clients a subsidy while learning job skills.
- Additional parenting programs and in home family services to teach, model, and train at home
- I would like to see more mental health resources as well as drug/alcohol recovery programs. I feel like the mental health crisis is continuing to grow but access to mental health services is staying the same, if not shrinking. As far as drug and alcohol abuse, I feel like there has been a shift to provide safe usage of drugs and an enabling, as opposed to more treatment. Currently we tend to treat more of the symptoms then finding and dealing with the actual cause of these problems and if we do not see a major shift in how we treat these growing issues, the symptoms of poverty, drug abuse and homelessness will only continue to get worse.
- Connection to individuals out of services but need support.

### **Survey answers of the Low-Income population**

#### Question One Answers

- Free Education
- HSP
- Easy to access services
- Outreach

#### Question Two Answers

- More job opportunities
- Transportation services
- Affordable housing
- Day care options
- Substance abuse
- Mental illness

#### Question Three Answers

- Public Transportation

- Affordable Housing Options
- More HST Businesses for cars
- Addiction Treatment
- Employment Training Services
- Affordable Child Care

#### Question Four Answers

- Increased public transportation
- More translation services

### **Findings Summary:**

#### **Causes and conditions of poverty in Carroll County**

As one reviews the data regarding demographics, education, and employment it can be inferred that most impoverished individuals in Carroll County are unemployed, have limited work history, and at least 50% have a transportation barrier. Ninety-five percent of Carroll County residents have a high school diploma or higher. 40% have a bachelor's degree or higher, but only 56% of individuals facing poverty have a high school diploma or equivalent. Of the 6,505 residents experiencing poverty that are of working age in Carroll County, 72% (4,698) of those individuals did not work within the past 12-month period of the 2020 census data collection. Due to the exceptionally low unemployment rate of 3.1%, the poverty gap exists due to intense competition for limited employment positions and a large gap in skill, and experience between gainfully employed individuals versus an individual with less education, skill, and work experience.

Considering the education and skill gap, there is also a correlation with transportation availability. Of the 2,471 participants enrolled in out-come based services at HSP, 47% (1,153) of those individuals stated that they frequently or sometimes had a transportation issue. These further limits their employment abilities. In additional to the above listed causes and conditions of poverty, it has been shown that many participants in several of HSP's services experience mental illness, and substance use struggles. It is also worth noting that 25% of all HSP participants identify as disabled.

If participants secure employment, they are working in jobs not making a livable wage. As wages remain stagnant across the nation, combined with limited abilities, HSP's participants struggle to move out of poverty. Low wages and limited resources lead to housing instability, as participants struggle to maintain increasing rent costs with low wages or a fixed income. Housing instability, without proper intervention or resources, inevitably leads to homelessness. For HSP to continue to administer our most valued program, shelters, it is imperative to also address the root causes of homelessness, and work to prevent it from happening in our community

#### **How HSP will address these findings**

HSP will continue to value outcome-oriented services that help participants lift themselves out of poverty. Providing integrated services, with a focus on income and finances, we give hope to our most vulnerable. Strengthening existing programs and increasing our community partnerships increases opportunity for our vulnerable community – so they have the resources to change their lives. Our CSBG funding will be used to fund staffing positions that meet our community's needs by assisting those most in need and at-risk. This will consist of case management staff addressing homelessness, and housing, job coaching, and development, and outreach to the county's most at risk. We will continue to use our integrated service model and staff positions to mix activities to ensure staff can be flexible to meet the demands of our unique county's needs.