

ABCCM Long Range Plan

2011-2015



Why should you read this document? ABCCM was created by churches like yours to do more together than we could individually. We have listened to God's call to all churches to "serve the least of these," and we ask that you read this packet – knowing you get a lot of mail, lots of statistics - but this is your congregation's Ministry.

We have listened to volunteers, to clients, to clergy and staff about the needs. Here is what we have heard in a nutshell, *the lines to get help are longer and the resources are slimmer*. Pastors and volunteers – from different parts of the county and unknown to each other – have said: *We want to do more for our neighbors. We want to give out more food and clothes and medicine. We want to educate, train, and put more people back to work*. As volunteers and congregations offer themselves in service, the miracle of the loaves and fishes is repeated over and over again in meeting the needs of the hungry, the hurting and the hopeless.

We are asking you to read this plan, share it with your leadership, your volunteers and pray over it with us. Come to the General Assembly to offer us your wisdom. These plans will inspire us to be more than we thought we could; will grow as we pour ourselves into them; will reap a benefit that happens between giver and receiver that is best expressed in how each are transformed by God's Grace and Mercy.

Sincerely,

ABCCM Long Range Planning Committee

David Day, Chairman
Dave Barstow
Larry Keller
Reverend Chris Webb

Ann Anderson
Mary Harmon, RN
Dr. Lisa Ladd

A Brief Statement from the ABCCM Long Range Planning Committee

Who cares for those in need, those for whom the “American Dream” has become a nightmare? Where can our neighbors turn when they have lost their health, their homes and their savings? Who stands up for the weak and gives a voice to the voiceless? Who will feed the hungry, care for the sick, shelter the homeless or give water to the thirsty?

In response to the words of Jesus Christ, the Asheville Buncombe Community Christian Ministry is dedicated to serving these people. ABCCM ministers to the lost, comforts the lonely, provides compassion to the loveless and gives hope to the hopeless. ABCCM seeks to continue to identify and provide outreach that meets the growing needs of a dynamic community in the face of diverse economic and social changes. Through the support of our dedicated member churches, volunteers and staff, ABCCM is called to action by these words of Jesus Christ “*Whatever you did for the least of these brothers and sisters, you did for Me.*”

The problem of poverty, unemployment and homelessness in the Asheville-Buncombe community has recently grown by 1/3; and so, in order to sustain the same level of care that we have for over three decades, we too must grow. Without extended volunteer hours, expanded staff and facilities, we run the risk of allowing our neighbors in need to fall through the cracks for needed services. Through new and novel approaches to fundraising and contracting; as well as tapping into new pockets of volunteer sources, we might be able to just *keep up* with the growing demand for poverty care and homelessness prevention. Since we ‘do unto’ Christ that which we do ‘unto the least’ of His children, our goal must ultimately be to never have to say: I am sorry but we cannot help you.

The leadership of ABCCM continues to be true to its core mission. Our core is thus summarized by inviting congregations of all sizes and stripes to come together in serving the needs of their neighbors. With over 270 churches and over 3,600 volunteers, ABCCM will continue to focus on its membership and core strengths as a volunteer-driven organization.

ABCCM has always operated with a very lean administrative staff, choosing to focus its efforts in areas of volunteer recruitment, orientation, training and recognition; while providing the greatest number of resources to the greatest number of people in need. This has resulted in ABCCM’s general management and fundraising expenses being about a nickel of every dollar, according to independent auditors, Gabler Molis & Company PA. With 95¢ of every dollar going to direct ministry services, ABCCM is one of the leanest operations where we get the greatest number of resources for the greatest number of needs. With more emphasis on outcome measurements and performance based models, ABCCM will need to invest more strategically in developing the kind of database tools and analytical tools that will allow it to more effectively demonstrate the positive impacts it is having on individual lives. We believe these tools will help us better tell our story, track our successes, evaluate our plans and stay lean over the long term.

ABCCM will look at its investment in veterans’ services over the past five years and find ways to reduce its indebtedness. ABCCM invested \$6.2 million in the Veterans Restoration Quarters facilities. It owes \$3.2 million on that facility. Likewise, as part of its service to women who are homeless veterans, ABCCM invested \$1.5 million into Steadfast House and currently owes \$400,000. Also, ABCCM had to find a new location for North Buncombe Samaritan Ministry when they lost their leased space, and replaced it with a \$250,000 investment

for a facility on Weaverville Highway between Woodfin and Weaverville. This represents a current total of \$3.85 million of debt.

ABCCM's number one priority needs to be on reducing its debt so the current funds going towards debt service might go back into program services. A portion of these funds should also be designated to assist in upgrading ABCCM's ability to measure outcomes; to better tell its story about how it is meeting significant needs in the community and how lives are changing in dramatic ways.

Summary of Current ABCCM Services:

In 2010, ABCCM served over 45,000 different men, women and children in Buncombe County. This represents about 1 in 5 persons out of approximately 230,000 living in Buncombe County. Our combined Crisis Ministry services fed about 2,400 households (over 6,000 persons) per month and distributed over \$1 million dollars in financial emergency assistance for heat, homeless prevention, and help with rent and utilities. This prevented hundreds of families from becoming homeless and enabled them to stay together. Keeping families intact and supported with basic necessities, along with programs like Holiday Angels at Christmas, helps keep our neighbors focused on work and basic values intrinsic to healthy families.

Our Jail Ministry serves over 400 inmates each month providing meaning and direction in their lives. They also provide a strong emphasis with the jail staff on reentry into the community through knowledge, information and referrals.

Our Homeless Ministry provided safe housing on the coldest nights last winter with up to three hundred beds. On average we provided 270 beds a day with 24/7 services. We served 1,526 different homeless persons out of the estimated 2,000 that came through Asheville in 2010. Our men's facility, the Veteran Restoration Quarters is consistently recognized among the top three facilities and 'best practices' in the country. They serve an average of 230 men per day with about 200 of those men being veterans. Steadfast House serves an average of 43 women per day (27 single women, 7 mothers and 10-15 children). Ten beds at the Steadfast House are reserved for women who are veterans. These programs consistently help with stability, a pursuit of new personal skills, education, training and job placement; all of which ultimately lead to reintegration into their own homes, and fresh start to a dignified life.

The ABCCM Doctors' Medical Clinic serves about 40% of all the uninsured in Buncombe County. In 2010, the free clinic treated about 8,000 of the 18,000 adults between 18 and 64 who are uninsured in our community. We provided medical attention that combined urgent care with primary care services. We offered dental services for over 2000 people in need of extractions, cleanings and fillings. Our pharmacy has filled over 16,000 prescriptions and gave away more than \$1.3 million in medication. The ABCCM Doctors' Medical Clinic has worked to keep our neighbors in Buncombe County from falling through the cracks in the healthcare system and provide a resource for people to find the help they need to keep them in good health, free of pain and enable them to stay on the job and continue to work towards a brighter future for themselves and their families.

In the area of employment and training, ABCCM has one of two Homeless Veterans Reintegration Programs in North Carolina and is one of seventeen Veterans Workforce Investment Programs in the country. In 2010, we placed 302 veterans into the workforce. Our track record on job retention over 18 months has varied from 84-92% since 2002. In 2010, our average was 86%. ABCCM has expanded into the green color jobs training services and trained

an additional 300 persons. This year they have already placed 88 persons into the workforce. Steadfast House has placed 89 homeless women back into the workforce. VRQ has placed 41 men into the workforce bringing our total placements for 2011 to 516. Placing over 500 persons into the workforce during one of the toughest job markets in history is a testament to ABCCM's commitment to helping people find career level jobs with a living wage instead of just any job.

In addition, ABCCM has partnered with Move the Mountains to implement the Circles™ program. Circles™ is a poverty ending strategy and program that works at the community level to overcome systemic barriers to persons in poverty by providing mentors. We assist with employment and training services to help persons move out of poverty and into career level jobs and financial security. The employment and training services, along with mentoring programs like Circles and Christian Women's Job Corps are part of the Transformational Ministries of ABCCM.

Crisis Ministry Long Range Plans 2011-2015

The Need:

The poverty rate over the last five years has grown from 11.1% to 15.3% in Buncombe County and 16.4% in Asheville. This represents about a 35% increase. Over the next 5 years, poverty rates along with the economy are expected to improve slowly. While poverty rates are at an all time high over the last 40 years, we do expect some improvement at the end of 5 years to be around 14%. However with the growth in Buncombe County expected to be about 250,000 in population, we expect very little change in the actual numbers of persons experiencing poverty.

Current Crisis Ministry services:

- 1) Maintain our strong presence downtown.
- 2) Develop larger education and training space that allows more food and clothing distribution at each Crisis Center as well as classroom experience.
 - a. Complete NBSM expansion
 - b. Complete ABCCM South expansion
 - c. Explore expansion at Hominy Valley with the possibility of relocation.
 - d. Explore renovation of 24 Cumberland to increase food service capacity and clothing distribution.
- 3) Reception: Continue the good work of greeting others with grace and dignity.
- 4) Explore language barrier issues and look at recruiting volunteers who speak Spanish and Russian to better serve these growing populations.
- 5) Develop additional training for volunteers around effective communication with those who have strong personalities and emotional expressions.
- 6) Continue and expand in-services training for our counselors and look for ways to leverage ABCCM funds to increase the benevolence dollars to meet the ever growing needs.

Five Year Strategic Goals

With respect to the kitchen and food services

- 1) Provide quarterly in-service training for food pantry volunteers.
- 2) Develop a consistent food inventory and a food rotation system in order to prepare more nutritious meals.
- 3) Encourage volunteers to visit the other Crisis satellites to capitalize on the strengths and best practices of the different sites.
- 4) Develop an ongoing survey for clients to share with us their unique nutritional needs.
- 5) Develop a chaplaincy volunteer position to pray with those who are seeking spiritual support through the soup kitchen.

With respect to the clothing area

- 1) Develop more clothing drives.
- 2) Develop specialized areas for those seeking employment to have uniforms, work clothes and boots more readily available for them
- 3) Develop a larger space to serve the growing needs.

With respect to our Counselors

- 1) Continue to maintain strong training around networks in the community
- 2) Develop more financial emergency assistance resources to meet the growing needs
- 3) Assist counselors in tying into the Circles™ program and other employment training service offered at ABCCM.
- 4) Continue the Homeless Prevention and Rapid Re-Housing services in order to divert persons and families away from homeless shelters and straight into housing. Build on the efforts that diverted 238 persons from homelessness in 2010.
- 5) Develop a computerized data system across the ministry to streamline reporting and tracking mechanisms for outcome measurements

With respect to the Donations Center and Thrift Store

- 1) Continue serving the needs of clients through the Crisis Ministries as well as turning usable items into resources for critical needs across the Ministry.
- 2) Through either the sale of the Coxe Ave. property, or through a capital campaign, we will identify a more suitable location for retail operations of the ABCCM Thrift Store in the south or western part of the county.
- 3) Our goal is to develop retail space which includes 10,000 to 12,000 sq. ft. for display and 20,000⁺ sq. ft. for warehouse with a loading dock.

Big Hallelujah Goals:

- 1) Build on our service partnerships to help address a community wide eligibility system in concert with the Department of Social Services, Pisgah Legal, and others.
- 2) Explore establishing Crisis Ministry satellites in:
 - a. Leister
 - b. Emma/Johnston School area
- 3) Consider stronger partnerships with:
 - a. Food for Fairview
 - b. Other sustainable food and clothing efforts.
- 4) Explore the possibility for mobile showers and laundry services for the homeless.
- 5) Develop a bigger kitchen and dining room by converting our kitchen into a commercial kitchen operation with sinks and stoves and ovens as well as a dining room that is able to serve between 20 and 30 persons at a time.
- 6) Develop a stronger education and/or spiritual formation connection between our services and encourage persons from local churches and congregation to be involved
- 7) Acquire a computer database to track and measure outcomes and performance
- 8) Continue to grow volunteer opportunities which allow the satellites to operate 8 hours a day 5 day a week.

Jail Ministry Long Range Plans 2011-2015

The Need:

- 1) Continue creating volunteer opportunities and encourage folks to bring reading materials for classes and Bible studies, both for the jail and the prisons.
- 2) Due to the elimination of funding for all state paid chaplains, we will explore ways for ABCCM to be more involved in helping partner in sustaining prison chaplains.

Current Jail Ministry services

- 1) We have a full-time chaplain serving an average 400 inmates per month. The Buncombe County Detention Center (jail) has capacity for up to 700 inmates.
- 2) Fifty approved volunteer teams provide an average of 37 Bible studies a month.
- 3) We offer library cart services at the jail.
- 4) We coordinate and partner with the jail staff to include training services around sobriety and adult basic education. These are currently provided by AA and NA groups and AB Tech.
- 5) ABCCM provides basic information and referral services for inmates to help the access community services as part of a reentry plan. This connects them with our Crisis Ministry, Homeless Ministry and Medical Ministry.

Five Year Strategic Goals

- 1) Work with prison chaplains to ensure continuity of involvement of the church volunteers in the prisons.
- 2) Continue to work with the jail staff and prison staff on developing discharge plans which help reduce the instances of homelessness and recidivism.
- 3) Continue to participate with the Asheville-Buncombe Drug Commission on strategies that address the systemic issues in the criminal justice system.
- 4) Continue to meet the needs of inmates as well as serving the officers with spiritual formation and chaplaincy services.

Big Hallelujah Goals:

- 1) Continue to meet with and collaborate with those developing discharge planning that reduces incidences of homelessness.
- 2) Collaborate with those developing reentry programs at the county and state levels to assist men and women coming out of the jail and prison systems.

Steadfast House Long Range Plans 2011-2015

The Need:

Homeless women come from 4 different sectors in our community: domestic violence, substance abuse, mental health and economic disadvantage such as divorce and abandonment. The need can be defined in two ways. Steadfast house averages 20-40 single women on its waiting list and 10-20 mothers on the waiting list. Another way it can be defined is through the number of homeless children in the city school system which is estimated at about 200, and the county school system which is estimated at about 300. Most of these are children are doubled up with family or friends where the parents are referred to as “couch surfing.”

Currently Steadfast House services:

Steadfast House is a transitional housing program housing and serves up to 26 single women and 7 mothers with around 10-15 children. Our capacity is 43. There are 2-4 emergency beds depending on the season. Most of the emergency shelter referrals come from Room in the Inn, Helpmate or Copestone. They also take referrals from the prisons and jails, schools, emergency assistance agencies and the churches.

Steadfast House operates a 5 step program based on the HEART model. HEART is an acronym for Healing, Equipping, Adjustment, Restoration and Transition.

Steadfast House utilizes the Carolina Homeless information network (CHIN) as their database for reporting on outcomes.

Strategies for 2011-2015

- 1) Continue building on the HEART program and its success.
- 2) Develop a women’s graduate group and ways for them to come back and give back.
- 3) Grow the Christian Women’s Job Corps and Circles programs to
 - a. expand our mentoring services for homeless women and
 - b. as a prevention strategy for women who are at high risk to becoming homeless.
- 4) Maintain our basic education and training program with improved access for moms to child care services.
- 5) Continue to develop home ownership strategies for women graduates.
- 6) Maintain and grow volunteer opportunities through training and life skill classes, as well as career level training courses through our volunteer classes and with AB Tech.
- 7) Continue to grow the number of cook teams and their participation to maintain quality nutritious meals. We are currently at 40 and hope to grow to 60.
- 8) Continue to strengthen our relationships with VA Medical Center and our veteran services to single women and veteran women with children.

Big Hallelujah Goals

- 1) Seek to develop a larger ‘Women’s Village’ campus. Develop this Women’s Village around a 60 -120 unit facility with 6-12 acres which would provide enough room for single women, women with children, as well as intact families. It may be possible to begin this project on the 4 acres that ABCCM owns at the end of Courtland.

- 2) Explore other partnerships with the Asheville Housing Authority, the County and City to determine locations that would provide a concentrated safe haven for women at risk.
- 3) Work diligently with the city and county schools systems and the YMCA/YWCA to develop stronger networks for child care resources for homeless women and women at risk.
- 4) Engage our local congregations and volunteers to offer spiritual formation and discipleship training on a volunteer basis that encourages our residents to engage with congregations of their choice in the community

ABCCM Doctors' Medical Clinic Long Range Plans 2011-2015

Since 1991 Asheville's only free clinic has provided a gap filling roll in the community. We provide essential services to the uninsured at no charge in the area of medical, dental and pharmacy.

The Clinic is a hybrid nonprofit corporation with two strong partners, ABCCM and Mission Hospital. ABCCM and Mission Hospital spearhead the effort to collaborate with all of the providers in the community, especially Western Carolina Medical Society-Project Access, along with other safety net providers. ABCCM and Mission Hospital each contribute 50% of the cash operating support for the Clinic. Each brings a variety of strengths to supplement the sustainability of the Clinic. On the clinical side, Mission Hospital provides access to labs, radiology and pharmacy through both donated services as well as affording the clinic the most cost effective pricing for materials and supplies. ABCCM provides the fundraising as well as the friend-raising through recruitment of volunteers and community support. The matching of funds from both organizations creates a win-win situation. Every dollar invested is multiplied by an average of \$10 to \$12 through the valuable contribution of providers which include physicians, dentists, pharmacists, mid-levels and other health care professionals, along with lay leaders from the churches and community.

The Need

ABCCM Doctors' Medical Clinic has consistently served any individual below 200% of the federal poverty level who had no insurance. Our clients have no Medicaid, Medicare, VA benefits or private health insurance.

The need in Buncombe County has fluctuated between 15-20% over the last 5 years. In 2011, the North Carolina Institute of Health has determined that the total number of uninsured is about 17% of the 230,000 people in Buncombe County. When we factor out children and senior adults, this leaves about 18,000 uninsured adults between the ages of 18-64.

The Clinic will be prepared to be very flexible in the face of current health care reforms. The Clinic's flexibility will be a key measure in filling gaps created by a lack of capacity within our present health care system. Careful planning by our community will lead to thoughtful solutions. Solution that will be implemented by the ABCCM Doctors' Medical Clinic that serves as a good partner in the community wide safety net.

Current Doctors' Medical Clinic Services:

In 2010, the Clinic had a total of 8,000 different patient visits combining medical and dental, with over 36,000 contacts. Those 8,000 patients also needed additional follow up with labs, radiology, specialty care visits and case management to insure that they were able to access medical services and follow their treatment plan.

Medical:

- 1) Sees an average of 500 patients a month and consider increasing up to 600 per month over the next 5 years.
- 2) Maintains and provides high level quality medical services according to the Level 3 accreditation with North Carolina Free Clinic Association.

- 3) Maintains strong clinical practices through peer review, quality controls for labs, and strong case management with patient follow up on treatment plans.
- 4) Provides primary care in the areas of the treatment for diabetes and hypertension along with other specialty care clinics as specialty care physicians make opportunities available.
- 5) Operates with physician levels of support between 110-140 physicians participating over the course of a year.

Dental:

- 1) Continue providing extraction surgery clinics twice a week to an average of 16 patients per week.
- 2) Continue collaborative support with other providers for restorative care through community blitz efforts at least 3 times a year, moving to quarterly over the next 5 years in order to serve 1,500-2,000 patients per year.
- 3) Continue to respond to dental advocacy groups seeking to expand capacity of care for the uninsured with dental issues.

Pharmacy:

- 1) Continue to dispense prescription and pharmacy consultation in conjunction with both medical and dental practices.
- 2) Seek out partnerships with pharmaceutical companies (such as the one we have with AstraZeneca) to provide additional medication assistance.
- 3) Continue to evaluate the potential for providing medication assistance programs to the uninsured population, as supported by the Health and Wellness Trust Fund and DHHS. Work closely with Mission MAP to coordinate these efforts.
- 4) Continue the recovery of unused medications from the community. Grow our partnerships from 2 to 5 pharmacies over the next 5 years; increasing the value from \$1.2 million a year to \$2 million a year over the next 5 years.
- 5) Continue to grow the community pharmacy benefit to not only include immediate safety net providers as it does now, but also to meet targeted needs such as those with mental health needs.
- 6) Continue the gap-filling responsibility in caring for the immediate needs in our community as a community pharmacy for the uninsured.

Big Hallelujah Goals

- 1) Complete the 5 year planning to expand medical and pharmacy services through the addition of a 4,000 sq. ft. building at the projected cost of \$300,000. Initiate a campaign in 2012 and complete as funds are available.
- 2) Continue to expand the capacity at the clinic for medical and dental. This includes expanding hours of service during the day through additional professional providers and volunteer support. These items could include
 - a. Funding a mid-level practitioner medical team to expand primary care services, or add acute care services which would reduce the low acuity visits at the ER by 500-600 patients per month. For dental, this may mean funding a dentist position that would utilize the existing staff and equipment and provide up to 40 hours per week in services.

- 3) Implement an electronic health records keeping system that will help medical, dental and pharmacy identify and report out significant outcomes, identify community benefits; identify and report out the tremendous cost savings that the Clinic offers within the safety net system.
- 4) Pharmacy will study and consider developing an automated system for medication dispensing in order to keep up with growing demand.
- 5) Pharmacy will explore a role in providing prescriptions for those who may be waiting to gain entry into the new primary care system.
- 6) Continue to find ways to emphasize and provide additional training for health care students coming into the system at all levels ranging from student interns to residency programs.
- 7) Explore ways to creatively partner with the federally qualified health center, the hospital, and physician practices in order to continue our gap filling roll as the health care system continues to be redefined.

Veteran Restoration Quarters and Veterans' Employment and Training Services Long Range Plans 2011-2015

The mission of the Veteran Restoration Quarters (VRQ) is to end the shame of homelessness among our veterans while continuing to provide a gap filling roll for emergency shelter needs in the community. The VRQ provides a number of different types of housing from emergency shelter, to transitional housing, to permanent supportive housing. Currently the program breakdown of beds are 18 emergency; 18 for intake and stabilization; 148 transitional housing beds and 50 permanent supportive housing beds.

Once individuals have achieved a certain degree of stabilization through participation in emergency beds, or intake beds, they progress through three more levels. The first level is the *foundation level*, which is a four man room with a locker and the ability to earn privileges and passes. The second level is the *cornerstone level*, which puts three men to a room with an emphasis on education and training that includes computer access, a television, and additional privileges with responsibilities. The third is the *pillar level*, with two men to a room which adds a refrigerator, microwave, and additional privileges with expectations around leadership due to employment and preparation for reintegration into the community. For those who are not ready to fully reintegrate independently into the community we do supply 50 permanent supportive housing rooms at 1 person to a room; where men who have disabilities, or who are seeking to complete transformational elements in their own developmental processes are able to stay on indefinitely while contributing back to the VRQ.

The Need

The need among homeless veterans in our community fluctuates between 180-220 men and women on any given day. The VRQ has joined in serving veterans with 10 beds available at Steadfast House and our partners at First Inc. who provide 20 beds for veterans

Current Services

ABCCM serves about 500 different veterans each year and works closely with the Veterans' Employment and Training Services (VETS) division of ABCCM. Our VETS program is committed to serving both homeless veterans as well as those veterans who live independently in the community but may be at risk of homelessness due to the loss of employment, medical condition, or are simply ready for a career change. The VETS program serves about 300 vets each year. In the fiscal year 2010-2011, VETS placed 302 men and women back into the workforce at an average rate of \$12.31/hour. This combined effort generated about \$7.7 million in payroll for the year.

Strategies for 2011-2015

- 1) The VRQ will continue to maintain its high quality program with independent monitoring from US-DOL, the Charles George VA Medical Center, and the National Program for Evaluation and Education Center (NPEEC). The VRQ consistently meets or exceeds goals in 29 of 33 categories. We will continue to maintain the high

- level of quality services which consistently ranks among the top 5 in providers in the country.
- 2) Continue to grow participation of our cook teams having moved from 60 -70 with a goal for moving up to 80 over the next 5 years.
 - 3) Continue to utilize volunteers in personal skill building and training activities on campus. They will maintain a minimum of 16 classes per week and offer up to 24 classes per week.
 - 4) Continue to maintain their contractual responsibilities to provide stability, personal skill building, employment, housing and reintegration into the community.
 - 5) Continue to work with the SOAR process and Veterans Administration to speed up the process for approval for those veterans and men with disabilities.
 - 6) Continue to develop long term educational scholarships and training opportunities as our veteran residents become younger and more career-focused as a result of their service in Iraq and Afghanistan.
 - 7) Continue to assist veterans with reintegration and relocation into the community and to strengthen our follow-up services for veterans and their families.
 - 8) Engage our local congregations and other volunteers to offer spiritual formation and discipleship training which encourages our residents to engage with congregations of their choice in the community

Big Hallelujah Goals

Veteran Restoration Quarters

- 1) Seek to develop a capital campaign that will both increase education and scholarship opportunities for our veterans while also retiring the \$3.2 million of debt on the VRQ and \$400,000 debt on Steadfast House.
- 2) Find ways to profile our veterans' successes by helping celebrate the accomplishments of our men and women as well as their families as they achieve their education and vocational goals.
- 3) Continue to develop a mentoring program and services that will match our homeless veteran skills inventory and vocational goals with those with similar passions or avocations as mentors in the community.
- 4) Consider adding an additional 40 -50 bed unit on site in order to insure capacity for meeting the needs of homeless veterans within our region.
- 5) Our thinking 'outside of the box' goal would be to consider developing a "Veterans Village" that would be a mixture of condos, apartments and town houses that veterans would own and reside in. We would offer supportive services and sustain their culture in our community.

Veterans' Employment and Training Services

- 1) Seek ways to expand our regional outreach through Supportive Services to Veterans Families (SSVF) to both serve veteran families at risk as well as take our veterans education and employment model to other parts of western North Carolina.
- 2) Continue to develop a model with Circles to address the specific needs of women veterans and help address their goals of achieving reintegration and healing through Steadfast House and the Circles program.

Transformational Ministries: Education, Training, Career Level Jobs 2011-2015

Green Jobs Long Range Plans

Green Jobs are part of the Economic HUB vision for job growth in our region over the next 20-25 years. The Asheville Chamber of Commerce, Western Carolina Industries and local municipalities have identified green collar jobs as a priority to grow and develop.

ABCCM has been a part of various green movements since the 1980s. In 1987, ABCCM had a five year contract with Buncombe County to develop the first county wide recycling program. ABCCM was a significant partner in the movement to develop a culture of recycling in Asheville. In the 1990s, ABCCM had its Wheels to Work program which helped of low-income and homeless men and women with needed transportation and in some cases, kept vehicles out of the scrap yards. In addition, ABCCM's donation center has been a mass recycler and re-user of clothes, household items and furniture. We have recycled unused clothing into rag bales which were given to emerging countries and/or sold to other recycling operations. It was only natural for ABCCM to move into the green jobs field when stimulus funds were made available for green collar jobs to supplement our employment and training services division which started in 2002. These employment and training services built on the successful practices of the VETS program.

The purpose of the green Jobs Program has been to provide training in 4 areas: Weatherization Technician, Solar Thermal Installer, Biofuels Technicians and as a LEED Green Associate. ABCCM has had good partnerships with local solar companies as well as cutting edge industries like Blue Ridge Biofuels.

Current goals and strategic direction through February 2012

- 1) Our goal for weatherization is to train 226 persons with a passing rate of 87% and to place 87% of those into jobs.
- 2) Our goal for solar thermal installers is to train 24 persons with a passing rate of 87% and to place 80% into jobs.
- 3) Our goal for the LEED Green Associate is to train 38 persons with a passing rate of 87% and to place 80% into jobs.
- 4) Our goal for Biofuels technicians is to train 52 persons with a passing rate of 87% and to place 80% into jobs.
- 5) We will focus on strengthening resiliency skills around basic work ethics, work preparedness, communication skills and time management skills.
- 6) We will work to develop employability skills through on the job training, hands on experience and through internships or apprenticeships.
- 7) We will work with small weatherization and home improvement teams that will work on assisting our churches as well as homeowners seeking to improve the energy efficiency of their buildings.
- 8) We will expand these services to those who are disabled through our Ticket to Work program.

Big Hallelujah Goals

- 1) Continue working to provide ‘soft skills’ training. Provide community education to help neighborhoods or churches develop and implement gardening projects and permaculture demonstration plots which include several different kinds of training and to produce income.
 - a. Nourish the community through gardening
 - b. Developing organically grown permaculture garden plots to grow food, eventually creating Community Supported Agriculture (CSA) – small (10 acres or less) urban farms that produce income, sustain Living Wage seasonal jobs and have infrastructure to accept food stamps for purchase of produce.
 - c. Develop food and nutrition training courses for neighborhoods: gardening, how to prepare the fresh foods, and/or storing through freezing/canning/drying.
 - d. Support jobs through assistance to entrepreneurs who are developing value-added products from the small farms.
 - e. Provide education around the use of water including rain water collection, irrigation systems, and education about better uses of water for the churches schools and neighborhoods; and include demonstration sites on ABCCM property and member churches.
 - f. Teach the community about the importance of weatherization of homes and businesses; and lead by example, by taking significant steps to help ABCCM weatherize and implement energy saving measures throughout our facilities.
- 2) Develop a business model such as exploring the possibilities of vegetable oil collection, filtering and sales, or developing some other type of manufacturing or product in partnership with a business to create training and job opportunities in the green industries.
- 3) Develop a version of a sheltered workshop training program This sheltered workshop program could specifically develop job skills and services to fill gaps in the community. This workshop training program could also help ABCCM develop the area workforce to meet special needs in the community.
- 4) Continue working with strong partners like AB Tech to find ways to integrate ABCCM’s services of providing basic necessities through training programs that retool for new careers, with on-the-job training programs and services.

While ABCCM’s Green Jobs program currently relies on grant funded contracts with local and federal government, we are seeking ways to make the program financially self-sustaining through community entrepreneurial efforts described above. ABCCM will continue to foster a green culture throughout the ministry and its services to promote green color jobs and employment.

Our Circle

In July 2011 ABCCM received a US-DOL Young Parents Demonstration award for \$1.4 million of which \$500,000 will be used in partnership with Family Services of Davidson County, with \$900,000 (\$225,000/yr. over four years) for ABCCM to provide employment and training services. The purpose of this grant is to serve young parents, 16 to 24 year olds with custody of their own children, by offering them a career pathway for training and placement, in partnership with Buncombe County Department of Social Services (DSS), the Job Link Center, Mt. Zion Community Development Corporation (MZCDC) and Buncombe County Schools. We will be providing career and placement for more than 400 young parents over the next four years.

We have adopted a national mentoring model called Circles[®] for this ‘young parents’ grant. The program provides mentoring with employment and training assistance which helps folks follow their passion and turn those passions into a career path for life through innovative classes and programs such as “Getting Ahead,” “Understanding the Secret Rules of the Middle Class” and “Building Bridges out of Poverty.” The ‘young parents’ are called the “Circle Leaders.” They will attain skills needed to navigate the professional workplace; gain a new appreciation and a better understanding of their own culture. Likewise the mentors or “Allies” will become equipped with a better appreciation of the “culture of poverty” and train to become agents of empowerment rather than being an enabler, or a fixer.

We are committed to helping both churches and young parents build a bridge out of poverty as they care for their child, connect with networks in the community and receive committed support from our congregations. This will help these young parents build trust to connect with the churches. Through this relationship of mutual understanding, respect and appreciation, both the Church Allies and Young Parent Leaders can begin to discover their fullest potential as good neighbors, good parents and compassionate children of God.