ABCCM 2022 Strategic Directions

ABCCM’s by-laws call for the member churches to set the direction of our ministries each year at our annual meeting in November. At our May meeting, we ask for Ministry Action Proposals. In September, we report on the proposals for those new directions, as well as each ministry’s goals for service during the next year. ABCCM’s mission is to create opportunities for members of our churches and area congregations to love their neighbors in the midst of their challenges. Every Ministry builds intentional community. This means that from the person who greets with a warm welcome, to the volunteers behind the scenes with charts, or those on the front line with intake, counseling, or other direct services, each one works in concert to knit together information and resources to meet critical needs. We honor the giftedness of each volunteer and participant by creating a safe place for them to listen and develop a relationship that leads to short-term and long-term solutions.

Listening and Caring

We thank God for the many churches that provide outreach and ministry to the community through their members fulfilling the call to serve our most vulnerable. We offer our best ministry when people are greeted with dignity and with respect in a clean, safe facility. Listening and caring with warmth are the first steps toward hope and offering God’s love and grace – plus bringing the “Good News” as we share our common strengths and find solutions together. Thanks to the diversity of churches, we are committed to being inclusive to everyone in need and lowering all barriers so we offer full access to all resources and information to anyone.

Covid – 19 Safety Policies: Safe for Volunteers to Return
ABCCM has implemented safety measures at each Ministry facility and has protective gear. Our Crisis Ministries, Veteran Services of the Carolinas and Medical Ministry continue to interview people either over the phone or by meeting outdoors in the parking areas. We have installed FDA approved UV-C ionizers and filters that make our air safer. At the Veterans Restoration Quarters and Transformation Village, we have plenty of space to socially distance while serving in every area. We offer tours for every ABCCM Ministry so that everyone can make an informed decision about
returning. Please join these volunteers in our mission to meet the critical needs outlined in each ABCCM Ministry.

**Guiding Principles for all ABCCM Ministries**

- Build on ABCCM’s core mission to be the churches’ local mission/outreach, led by the volunteers to serve and love our neighbors in the community.
- We will listen to participants and utilize the wisdom of volunteers to find with short-term and long-term solutions.
- Fill gaps in our community safety-net by providing the basic necessities to keep people safe, healthy, warm, and honored.
- Recruit, train, equip and empower volunteers in ministry that changes, restores and is transformative for others. We utilize best practices that drive great outcomes and helps individuals reach their goals or greater potential.
- Collaborate with all health and human service providers to get the greatest amount of resources and information to those in need.
- Answer the call to serve as Jesus compassionately said in Matt. 25:35-41.

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**Crisis Ministry**

ABCCM’s Crisis Ministries have focused its entire 52 years on being a listening ministry that offers thoughtful reflections on the crisis plus providing the basic necessities with choices. We rely on the churches to raise financial funds, food, clothes, household items and furniture. We take those resources and put those into volunteer hands where they compassionately meet critical needs of families. Thanks to the collective giving of all the churches and business, we fill the gaps from what people get
from the public benefits and the community to find short-term and long-term solutions for our neighbors.

We are a listening ministry for individuals or families in crisis, trying to make ends meet to sustain their home. We typically help a family of 3 making less than $43,920 or a family of four making less than $53,000/yr.; plus transient homeless. We regularly provide emergency food boxes, clothing, plus household and furniture assistance in collaboration with our Donation Ministry. We provide emergency financial assistance to help stop evictions (rental assistance) and help with utility cut-offs for electric, water, gas; including heating assistance for fuel oil, propane, etc. and cooling assistance with fans and air conditioners.

*Our number one strategy is to be a safe place where volunteers can serve.* We follow CDC, state and local protocols including mask wearing, sanitizing, air ionizers and social distancing. Please take a tour at any of our four locations to see where God might use you in the Joy of serving. Being at half our volunteer strength in 2021, we have an opportunity for everyone in 2022 to feed the hungry, offer warm clothes, keep heat in homes and stop evictions to keep families fully intact and functioning.

ABCCM’s four Crisis Ministries will continue offering three tiers of training that includes a one-on-one orientation with the Director or Site Coordinator, shadowing a volunteer team leader along with in-service trainings occurring several times a year. In addition we have online training tools that cover the basic operations along with topics like confidentiality, HIPPA, safety and reporting guidelines. We appreciate the churches whose own discipleship training helps everyone share their faith understanding to serve and minister to the spiritual and practical needs of our neighbors.

The families and individuals coming to one of the four Crisis Ministries are facing difficult situations in their lives. About one in five are asking for help for first time in their lives, even when they have been donors in the past. The pandemic has complicated family’s lives with lost jobs, one parent incomes, no childcare and more leading to these families being behind in rent, food and utility bills. We used say that a family had to choose between food or the rent or health care; now it may be all three at once. Thanks be to God and generous churches, we can provide the basic necessities of life such as food and clothing and strategies to stop evictions and keep utilities on.
Front Desk/Receptionist volunteers are the first to greet our clients with a warm smile that creates a welcoming environment. As clients enter our lobbies, they are given a mask to wear and given helpful information on how we can help them and the next steps to be taken to meet with one of our trained Counselors. Depending on the specific situation, clients may meet with a Counselor in two ways to determine their needs via phone or personally, while socially distanced. During these listening sessions, our trained Counselors find short-term and long-term solutions for our neighbors in need. We work with partner agencies and refer to public assistance when bringing together a plan to meet the needs for financial assistance for rent/mortgage and utilities. We respect the dignity of each person, being inclusive and accepting, empathetic and compassionate, educational and empowering with choices. We encourage volunteers to share by offering prayer, scriptures of hope, choices to empower them including the opportunity to become involved in a local church where they can be nourished and grow. We also respect those who do not want this type of encouragement. For those needing food and clothing, our team of Pantry and Clothing Room volunteers go to work filling bags of food and getting the clothes, blankets or household items. Our Pantry volunteers work with client food choices to put together nutritious food boxes to meet their requests. Food boxes are delivered to the trunks of our client’s cars so volunteers stay masked and socially distanced for everyone’s safety. Our Clothing Room volunteers allow only a couple clients at a time in the clothing room or shop for clients with several choices and deliver these items masked and socially distanced. Most Clients express their thankfulness, joy and tell us they have a weight lifted from their shoulders. This often provides a springboard for long-term solutions.

West Asheville churches asked us to fill the gap with a soup kitchen. With all the churches and groups serving lunches and meals downtown, we found a great partnership with Mt. Pisgah Seventh Day Adventist church. We offer a soup kitchen at the ABCCM Daily Bread at Sonrise on 1543 Patton Ave., 11:30 to 1pm with pre-packaged, hot and ready to go meals. In 2022, we will need more cook teams. Our plan is to reach out to member churches and community organizations. In addition to hot meals, we hope to develop educational resources with that might lead to better jobs or access to other community resources for our neighbors in need.
Our partnership with the Community Engagement Department of Buncombe County will provide large food markets (all at no charge) in low-income neighborhoods. Our Hominy Valley and South Crisis Ministries will facilitate six Community Engagement Markets with lots of fresh food available; coupled with nutritional education, food demonstrations and community resources to nurture the families we serve. These markets will be located at Enka Middle School, Hominy Valley Crisis Ministry, Shiloh, Senior Community Center, Aston Park Towers and Erwin Middle School. We hope churches will help us meet our neighbor’s needs!

We continue to work with City and County schools and social workers who are tracking the most vulnerable children who are homeless and those needing food and other basic necessities. We will create opportunities for churches to serve in these Markets through our four Crisis Ministries: Downtown (24 Cumberland), South, North and Hominy Valley; and, we encourage east Buncombe churches to support Swannanoa Valley Christian Ministry as our sister Ministry.

**Top strategies for 2022:**

- Engage volunteers and churches to meet the growing needs of rental/mortgage assistance through ABCCM’s Stop Evictions campaign.
- Engage volunteers, churches and the community in providing heating assistance all winter, and through the Safe and Warm campaign.
- Promote food and blanket drives with churches, businesses and schools.
- Promote the Christmas Angel program to provide toys for families in crisis.
- Encourage donations of clothing and household items at each Crisis Ministry.
- Encourage Donations of furniture and appliances at our ABCCM warehouses.
- Engage with City and County school social workers to provide essential food and clothing to the families of homeless children in schools to bring stability and opportunities to establish a home of their own in cooperation with Transformation Village and the Veterans Restoration Quarters.

**Jail Ministry**

The Jail Ministry is a supportive, encouraging, and healing ministry that offers hope and direction to inmates as well as staff at the Buncombe County Detention Facility. By supplying two in house staff chaplains, this ministry offers pastoral counseling:
spiritual insight and guidance; confidential reflection and prayer, and support during additional crisis for the individuals who are facing the life challenge of being incarcerated as well as the staff and officers at the Detention Facility. The Jail Ministry also recruits and assists in the overseeing of volunteers who offer a variety of faith-based study groups offering hope, encouragement and options of new direction based on spiritual principles. Through donations, this ministry also provides Bibles, religious and other reading material. The average daily census at the BCDF is 500 inmates with a total capacity of 604.

What we are able to do now:
1. Fulfill requests for Bibles and faith-based reading material
2. One on one chaplain visits with detainees in the attorney booth
3. Comfort to detainees and their families during times of grief.
4. A pastoral listening ear for officers and staff
5. Monthly prayer services for detainees and for the sheriff and staff

We know that COVID safety protocols have radically changed the way the ABCCM chaplains’ office can operate and has currently eliminated all volunteers from entering the facility at this point. The jail ministry is honored to work with and under the direction of the Sheriff’s office.

Strategies for 2022
1. Return to face-to-face visits with detainees/clients as directed by the Sherriff’s office.
2. Schedule weekly Bible studies led by ABCCM volunteers in every housing unit except for sanctions
   a. Recruit new volunteers from supporting churches
   b. Provide training and orientation through BCDF for all new volunteers
3. Organize, maintain, and keep supplied the BCDF library’s faith-based section
   a. Request Giant-print soft-cover Bibles from supporting churches, Christian novels and other religious reading materials
   b. Provide reading glasses for detainees who need/request them per approval by BCDF staff
4. Explore offering weekly bible study services
   a. Via the smart-TVs in housing units.
b. Explore ways for Priests/Clergy (or ordained Deacons) to provide sacraments.

5. Be more available to BDCF officers for prayer and support

6. Chaplain James to continue providing weekly bible study/devotionals for soul searching and spiritual direction in and outside the walls of the jail to detainees and interested staff.

7. Chaplain Johnson to meet quarterly one-on-one with all faith-based volunteers

8. Share with faith-based organizations the vision and mission of the Jail Ministry and current needs

9. Encourage churches to include ABCCM Jail Ministry in their annual budget
   a. Encourage congregations to develop a reentry ministry
      i. Providing discipleship for released individuals
      ii. Assist individuals with transition back into the community producing citizens who will be motivated to continue their fresh walk with the Lord instead of returning to a lifestyle of crime

10. Explore other opportunities to minister to the families of detainees.

11. Continue providing to the detainees Christmas gift bags – prepared by local churches and volunteers

12. Host an annual volunteer recognition event

**Medical Ministry**

We provide access to medical and medicine at no charge to adults who are working without any insurance or uninsured. We offer fill the gaps for health care to increase access to medical and pharmacy services for uninsured adults between the ages of 18 and 65 residing in Buncombe County who are 200% of the federal poverty level; which is a family of 3 making less than $43,920 or a family of four making less than $53,000/yr.

The number of uninsured has risen dramatically in the pandemic with estimates as high as over 40,000 in Buncombe Co. Fortunately, by April 2021, the numbers of uninsured came back down to 15.8%. This translates into about 20,000 adults between the ages of 18-64. When we take into account the number of uninsured patients served by three community clinics and MAHEC Family Health this leaves a gap of about 7000. From this population, the Clinic served approximately 6,450 uninsured patients in 2020.
and we’re on track for 6,500 this year. In surveys at the Clinic, 3 out of 4 hold a job. The Clinic fills the gap for access to medical care and pharmaceuticals for 1 in 3 working uninsured adults. Keeping them healthy and on the job is goal number 1.

Beginning in 2020, we are grateful for new partners WNC Bridge Foundation, Leon Levine Foundation, VAYA Health and Sisters of Mercy Foundation. In 2021, we added Dogwood Health Trust and Mercy Urgent Care Centers. With a full complement of staff and led by about 20 volunteer physicians throughout the pandemic, we have been able to go from serving 350/month to 900 patients/month utilizing telehealth and traditional clinic services. We are positioned to restore specialty clinic sessions for hypertension, diabetes and primary care for severe chronic disease cases.

ABCCM Clinic is operating medical and pharmacy services Monday through Thursday, ten hours a day with telehealth services. We have redesigned three entrances to become safe airlocks for in-patient screening and treatment. We still use an accordion model where most patients are seen in the mornings (with walk-ins available in afternoons) and afternoons’ focus on care management and navigation of labs, radiology, reducing barriers addressing the social determinants of health such as food, clothes, transportation, housing, education and employment, plus specialty referrals. ABCCM is so thankful for our co-located services with Project Access for specialty referrals.

Dental services are still suspended since the start of the pandemic. We hope to re-open dental services in the first quarter of 2022 thanks to new a partnership with WNCCHS/Minnie Jones. They are seeking permission from HRSA to provide dental services 4 days a week, Monday – Thursday in the operatories at the ABCCM Clinic.

Our two licensed pharmacies have been very successful in continuing to recover medicines from physician offices, nursing homes and pharmaceutical companies. Our behavioral health pharmacy still operates at 356 Biltmore. Our Pharmacy inside the Clinic increased its dispensing from one month to three months during the pandemic and is expected to continue through 2022. We fill prescriptions from our stock of sample and donated medications plus we have connected with national non-profit medication suppliers such as the Dispensary of Hope. The value of these medications will exceed $3.2 million and may climb as high as $3.6 million in 2022.
Through the Office of Rural Health, the Pharmacy offers help to those on Medicare who fall into the “donut hole” with no subsidy for their medicines until they meet a new level of deductible, which briefly makes them uninsured patients unable to obtain chronic medications. Periodically we assist mission teams with basic medical supplies and give our surplus medical equipment to Samaritan’s Purse. We’ve partnered with VAYA Health and with mental health agencies to provide bridge medications for uninsured patients during their medication assistance application period.

**Strategies for 2022**

- Continue to serve the growing number of uninsured in Buncombe County for urgent care and gradually have specialty clinics for chronic diseases reinstated.
- Collaborate with WCMS/Project Access on specialty care referrals and be one of their co-located sites to improve access to care.
- Through a partnership with WNCCHS/Minnie Jones dental services will be provided at the ABCCM Clinic.
- The clinic will continue to partner with colleges and universities (currently 12) to provide a community site for students to actively care for uninsured patients.
- Continue to develop collaborations and partnerships to improve health access, health education and care management to improve the social determinants of health for our patients.
- Collaborate with the WNC Free Clinics Consortium, NC Association of Free and Charitable Clinics and the National Association of Free and Charitable Clinics to educate about the systemic issues facing the uninsured.
- Work closely with the VRQ/Steadfast House to provide RN services that improve health stability, health education and care navigation.
- Collaborate with WCMS/Project Access, MAHEC Dental Residency and WNCCHS/Minnie Jones to provide dental services at the ABCCM Clinic.

**ABCCM Homeless Services**

**ABCCM Homeless Services** has three programs: Veterans Restoration Quarters for men, mostly veterans; Transformation Village for women and moms with children, including female veterans; and the Recovery Living Center for civilian homeless men
in a mental health/substance use treatment program. Each Ministry provides housing, food, case management, education and connection of our residents to both mental and physical health providers. All residents are offered three meals per day, showers, medical transportation and laundry services. Residents have access to a nurse, computer lab and recreation. They receive transportation services to the VA Medical Center or to needed medical appointments.

ABCCM is committed to providing people in need with a safe place to heal, grow, and bridge out of poverty through Hope, Healing, Health, and Homes. We have developed campus environments with a model of intentional community to break through the root causes of homelessness such as isolation, trauma, violence, despair and anxiety. We offer emergency shelter, transitional housing, and permanent supportive housing. We utilize recognized best practices from around the country, as well as, an innovative and impactful transitional housing program in consultation with industry experts that is now recognized as one of the best practices in North Carolina. Called Steps to Success, this developmental, incentive-based program is designed to 1) aid residents in stabilization from isolation, depression, and addiction, 2) reintegrate them into social support networks including churches, 3) provide them with the life-skills to cope with and interact in community, 4) educate them into living-wage jobs, and 5) equip them to sustain permanent housing stable income or career level jobs.

Transformation Village has allowed to ABCCM double its capacity for women and children upon completion of Phase I. We are here to provide emergency shelter beds (6), and provide transitional housing with 20 beds for Veterans, 30 beds single women, 10 beds for moms with beds for up to 30 children. Two unique features are the job training center offering career-track programs in partnership with AB Tech Community College, and the children’s Child Enrichment program. Phase II plans include 6 apartment buildings with 156 units (1 and 2 bedrooms) for permanent supportive housing.

Veterans Restoration Quarters (VRQ) is a 246 bed facility that serves 172 veterans in transitional housing plus 8 civilians in a transitional housing program, 50 veterans in permanent supportive housing, 16 veterans in emergency shelter/intake plus Code Purple shelter beds in the winter months.
Recovery Living Center has up to 50 beds that will house recovering civilian male residents with substance usage and/or mental health disorders in a clinical treatment program. The RLC collaborates with community agencies to identify eligible participants suitable committed to recovery strategies/treatment through Steps to Success. Church and volunteer engagement is essential to modeling and developing healthy choices that equip and empower them to thrive in recovery living.

Strategies for 2022: Homeless Services Combined:

- Maintain COVID 19 protocols to protect the health and safety of our volunteers, residents and staff while providing quality services.
- Maintain program congruency across each Homeless Service Ministry and provide parallel services in basic operations and ministry services.
- Support our goal of continuous improvement through volunteer and staff training that includes:
  - Orientation and training for all volunteer positions with job descriptions and quarterly in-service reviews. Utilize ABCCM’s on-line training videos and resources.
  - Increase training for all volunteers to assist them in maximizing their effectiveness for our residents.
  - Develop avenues of virtual volunteer service during the pandemic.
  - Ongoing training for our staff (e.g. Crisis Intervention Training, Trauma Informed Care, CPR/First Aid, etc.)
  - Mental Health First Aid, Motivational Interviewing, Diversity Training, PsychArmor, etc.)
  - Conduct combined case management meetings for congruency in policies and procedures.
  - Maintain weekly one on one case staffing meetings.
- Cross training and utilization of staff for maximum efficiency.
- Update Resident Handbook with resources and program updates.
- Develop a volunteer mentorship program with intentional time and relationship goals tailored to a resident’s goals and objectives.
- Expand transportation opportunities for residents at each facility.
- Expand our education curriculum to:
Execute Curriculum Restructuring Plan which includes expanding core class offerings, adding Diversity, Equity and Inclusion plus Co-Dependency classes. Develop program specific curriculum (Bridge, Clinical, etc.) which focuses on meeting short-term and long-term skill building services in the curriculum for participants.

Develop and research additional ABCCM in-house class offerings to meet resident’s requests for skills, strategies and goals.

Focus on expanding virtual learning opportunities for residents.

Incorporate Computer Based Training modules (CBT’s) into our core curriculum allowing residents to better work at their own pace and act as an educational resource for reference when they exit to permanent housing. Migrate Talent Learning Management System (LMS) to manage, track, and enhance our curriculum and record participation.

Add spiritual based life skill courses to our curriculum which provide everyday applications from Scripture/Bible to grow, nurture, and develop greater participation in community.

Continue to strengthen and build community collaborations and partnerships with the VA, A-B Tech, Goodwill, Our Voice, civic organizations, veteran service organizations, businesses and community leaders/volunteers to bring new classes on and off the campuses for our residents to provide improved services and classes to our men, women and children.

Continue to facilitate Educational Fairs in partnership with AB Tech, local businesses and corporations to increase enrollment in vocational, degree and certification programs, leading to living wage employment.

Expand AB Tech enrollment and offerings for residents and staff.

- Continue to increase employment/income opportunities through:
  - Utilize referrals to Homeless Veterans Rapid Retraining Program resources to obtain and train for living wage employment.
  - Identify and engage employers who provide certifications and educational programs as part of employment.
  - Identify residents who qualify for disability or service connected income.
  - Engage Veterans Benefits Administration to explain all available benefits to our veteran men and women.
Facilitate job fairs with community businesses and resources to promote living wage jobs and recruitment of residents into these positions.
Utilize a background check system to assist with identifying housing opportunities, job opportunities and program services.

- Strengthen and enhance our intentional, missional community through:
  - Continued utilization of the Resident’s Councils that evaluates and recommends changes to policies and improvements to services.
  - Continued utilization and active engagement of the Advisory Committees to review program policies; that increase volunteer participation; and that increase the resources for each Ministry.
  - Continue to engage our local congregations and volunteers to offer spiritual formation and build healthy relationships that encourages our residents to voluntarily expand their social networks including with attending congregations and healthy activities in the community.

**Strategies for 2022: Specifically for Transformation Village:**

- Recruit and train Child Enrichment Teams to provide structured playtime to provide safe and trusting adult relationships to help mitigate the effects of homelessness on children.
- Recruit and train qualified Resident Assistants and Peer Support Specialists.
- Train and certify appropriate staff in the Triple P Parenting.
- Secure scholarships and training funds that will access education and vocational training that leads to professional certification or licensure.
- Collaborate with Helpmate and Our Voice for survivors of intimate partner violence and abuse.
- Conduct outreach and recruitment of other women centric organizations, civic groups and veteran service organizations.

**Strategies for 2022: Specifically for Veterans Restoration Quarters:**

- Continue to work closely with the Charles George VA Medical Center to coordinate care and benefits for our residents.
- Integrate volunteers into all VRQ support areas.
- Reinstate our Recruiting Project Plan to expand outreach to male veterans.
- Engage and offer supportive services to residents after they leave the VRQ.
• Offer group counseling and therapy sessions for Clinical participants.
• Add HUD VASH rooms as part of the permanent supportive housing solution.
• Spearhead Code Purple efforts to homeless men by delivering supplies, services and emergency shelter throughout the winter months.

Strategies for 2022: Specifically for Recovery Living Center:
• Expand on Ministry services and procedures congruent with ABCCM’s Steps to Success and Clinical services.
• Integrate volunteers into all RLC support areas.
• Adapt the resident handbook to their clinical services.
• Develop an ABCCM Advisory Committee at RLC to review program policies; increase volunteer participation; and to increase the resources for services.
• Strengthen collaboration with community partners/resources and social networks with churches and healthy community activities or support systems.
• Develop evening recovery groups with NA, AA, Celebrate Recovery and NAMI

Veteran Services of the Carolinas

VSC’s mission can be summarized as building upon ABCCM’s principles in Matthew 25:35-40. VSC will serve primarily homeless Veterans and their families by meeting critical needs of Veterans with short-term and long-term strategies to resolve their crises and prevent suicide, prevent homelessness, rapidly rehouse, provide employment training and job placement, offer HOPE to the chronically homeless Veterans needing to reconnect with community. Our goals are:
• Grow integration of VSC within all ABCCM ministries
• Cultivate and grow strong partnerships with faith-based communities across NC

1) NCServes - Veterans Call Center
We are a Veterans Call Center covering 74 counties across North Carolina working as a provider with the NC Division of Mental Health-Veterans Services Office. Our service assesses and connects Veterans, service members and their families to services and resources to address their needs. Our Call Center Platform recently merged with NC Cares 360 (more commonly known as 211) and can be used to make referrals to and receive referrals from over 7,000 agencies in “network.” As one of the best performing Networks in the country,
• Chief goal is to get the Veteran to the right provider, the first time; making the best use of the first resource.
• Recruit and train volunteers to take crisis calls and serve in Call Center.
• Resolving crises within 5 days, or less.
• Tracking unmet needs of Veterans, reporting to communities with solutions
• Growing participating agencies to provide resources to Veterans.
• Conduct feasibility study and extend Call Center operating hours

2) Veterans Employment and Training Services (VETS)
Serving 49 counties in North Carolina that are broken into 3 regions (WNC, Piedmont and Foothills), the VETS program works as the Homeless Veterans Reintegration Program provider with the US- Dept. of Labor (DOL). We provide homeless Veterans with the education and training that results in industry recognized certifications and licenses. Using labor market information to guide us, we focus on training targeted at careers in the fields of health care, transportation, manufacturing, construction, information technology, hospitality, the culinary arts and security. The VETS program partners with training providers like A-B Tech, Blue Ridge Community College and Goodwill Industries of WNC, to offer the highest quality training programs aimed at securing career level jobs paying living wages. Our goals:
• WNC - train and place 140 with an average wage of $15/hr.
• Piedmont - train and place 160 with an average wage of $15/hr.
• Foothills - train and place 150 with an average wage of $15/hr.
• Maintain an average placement rate of 80% or higher in all regions.
• Recruit and train volunteers in work readiness, job search and placement, job coaches.
• Move into a fully digital client file system – (approved by DOL)

3) Homeless Prevention and Rapid Rehousing
Serving 28 counties in western North Carolina from Charlotte to Murphy and from Boone to Tryon. Working as the Supportive Services for Veteran Families provider with Veterans Administration, we offer Homeless Prevention and Rapid Rehousing services through the Housing First model. First, we try to intercede within two weeks of eviction to keep a Veteran household in their home or permanent housing and then provide wrap around for stability, job training and other supportive services. Second, we try to
rapidly rehouse Veterans who are recently in a shelter to make their homelessness as short as possible by placing them into housing.

- Our goal is to house every homeless Veteran in permanent housing, permanent supportive housing, transitional housing, temporary shelter or emergency shelter.
- Provide a wide range of supportive services, including adding legal aid.
- Serve between 270-300 Veteran families per program year.
- Maintain a 90% (or better) rate of Veterans being stably housed after 6 months.
- Maintain a 90% (or better) rate of Veterans being stably housed after 18 months.
- Recruit and train volunteers to be Home Warmers with housing warming gifts.
- Implement the new Shallow Subsidy program that supports Veterans for 2 years post discharge from traditional housing program.

4) HOPE- Outreach

Healing Outreach Partnerships for Empowerment (HOPE) program will outreach to chronically homeless Veterans who are considered unreachable by most Veteran services. HOPE works as the NC State Veterans service provider to connect with these Veterans, address the root causes of their homelessness, rebuild relationships that lead to reintegration back into community with housing, health care, and supportive services. We do this across 6 counties: Buncombe, Henderson, Haywood, Cumberland, Carteret, and Onslow. Our goals are:

- Enroll 31 Veterans into Intensive Peer Support Services.
- Expand from 6 counties to 12 through Mental Health Block Grant funding.
- Publish a field guide for conducting effective homeless outreach through NC Department of Health and Human Services.

Staff Development strategies for 2022

- Build a stronger Performance Management system
- Enhance and grow an in-service Learning model across all VSC programs
- Build Cultural Competency and Diversity Plan for staff and community partners
- Update VSC Policy and Procedure Manual
- Conduct bi-annual training in leadership and quality program services.

Summary of 2022 Strategic Directions

ABCCM Veterans Services of the Carolinas (VSC) provides outreach and direct services to homeless veterans. There are four major programs collectively serving 74 counties across North Carolina with an overview of their goals.
1) **Veterans Coordination (Call Center)** - this partnership with NCServes covers 74 counties across North Carolina and has merged its technical data sharing platform with NC Cares 360 to help Veterans in crisis access greater resources and resolve their crisis. Our major goal is to expand operating hours of Call Center in order increase accessibility for our Veterans community through volunteers and community collaboration with other area Call Centers.

2) **Veterans Employment and Training** - covering 49 counties will provide training to 100% of enrolled Veterans. We are developing a digital client record system with US-Dept. of Labor (DOL) approval.

3) **Homeless Prevention and Rapid Rehousing** - Supportive Services for Veteran Families (SSVF) covering 28 counties will successfully incorporate new VA shallow subsidies program and expand coverage area of services in North Carolina.

4) **HOPE – Healing Outreach Partnerships for Empowerment (HOPE) program** covering 6 counties with a goal to serve 12 counties. We build relationships to break through the isolation, provide supportive services that we results in a home of their own with stable income.

**Donations Ministry and Food Services**

We are so thankful for generosity of everyone in the churches and community. Clothing, household items and furniture along with food that is non-perishable plus fresh bread, fruits and vegetables are donated almost every day. Combined, they provide upwards of over $5 million in-kind services, direct help to thousands of families and individuals. Helping a family with food, clothes or other in-kind gifts may help them with the utility bill or rent payment.


**Major Strategies for 2022:**

**Warehouse**

1. A team of volunteers are needed to sort clothes for the Ministries.
2. Continue recycling of all items as a cash benefit to ABCCM Ministries.
3. A team of volunteers are needed to sort, price and market items through the antique stores, flea market sales and on-line market sales to raise funds for ABCCM Ministries.
4. Weekly – Monthly – once a year project volunteers are needed to raise $3500/month.
5. Re-organize staffing and training to better move items to supply all Ministries.
6. Publish a restricted list of acceptable donations to minimize landfill volume.

**Food**

1. Continue to offer our job training classes on both basic and advanced culinary skills
2. Provide a safe and productive working environment for both our residents and volunteers
3. Focus on nutritional meals will bring a healthier lifestyle to our residents
4. Provide healthier foods to Crisis Ministry clients so that we increase their knowledge on what is healthier for them and improve their food choices.
5. Provide foodservice support for all menus, food rotation, and internal event functions at Veteran’s Restoration Quarters, Transformation Village, four Crisis Ministries including ABCCM Daily Bread at Sonrise and Recovery Living Center.

**ABCCM Special Events**

**ABCCM Safe and Warm Campaign** – A four week drive to collect blankets, coats, and heating assistance funds to save lives of the frail elderly, the sick, the homeless. Mid-January to mid-February; collection sites will be announced with collaborating businesses, churches and at all ABCCM Ministry locations.

**ABCCM Mountain Classic Golf Invitational** – Tuesday, May 3, 2022 at the Cliffs at Walnut cove. Chair: Rusty Pulliam - Sponsorships at $10,000 and $5000.

**ABCCM Transformation Celebration: Gala and Auction** – Friday, August 26, 2022 at 6:30pm. Chair: Pam Barbee – A Virtual event with auctioneer, Ben Farrell.

**ABCCM Return to Bethlehem** – Thursday and Friday 6-8:30pm, Saturday 2-8:30pm and Sunday 2-6pm. Hosted by Groce UMC, 954 Tunnel Rd. Asheville, NC 28805. Proposed dates: TBD pending any pandemic restrictions … Pray for the Return!