State of New York Department of State

Community Services Block Grant

REPORT TO THE GOVERNOR AND LEGISLATURE

Federal Fiscal Year 2004

Randy A. Daniels
Secretary of State

Evelyn M. Harris, Director
Division of Community Services

BG/2/05

State of New York **Department of State**

Division of Community Services

Community Services Block Grant

Annual Report

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*Excellence in Results-Oriented Management and Accountability

Community Services Block Grant

REPORT TO THE GOVERNOR AND LEGISLATURE

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For additional copies of this Report, please contact B. Goldstein, CCAP, at bgoldste@dos.state.ny.us.

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CSBG ADMINISTRATION

Mandate

Enacted in 1981, the Community Services Block Grant [CSBG] provides federal anti-poverty funding to eligible entities, including: community action agencies [CAAs], community action programs [CAPs], and migrant and seasonal farmworker organizations. CSBG is successor to the Economic Opportunity Act of 1964, which created and authorized these entities.

Program Purposes

PL 105-285, §672

The purpose of CSBG is to:

> . . . provide assistance to states and local communities working through a network of CAAs and other neighborhood organizations for reduction of poverty, revitalization of low-income communities, and empowerment of low-income families and individuals in rural and urban areas to become fully self-sufficient.

Federal Administration

CSBG is administered by the Office of Community Services of the US Department of Health & Human Services [OCS-DHHS]. OCS is a branch of the Administration for Children and Families [ACF] of DHHS, which is also responsible for such programs as: Empowerment Zones/Enterprise Communities, Community Food and Nutrition Program [CFNP]; Job Opportunities for Low-Income Individuals [JOLI]; Low-Income Home Energy Assistance Program [LIHEAP]; Compassion Capital Fund, Asset Building, and Social Services Block Grant.

Federal Application

§676(3) and (b)

Federal mandate requires states to submit an application [Management Plan] to the Secretary of DHHS that covers a period of not less than one fiscal year and not more than two fiscal years. New York State submitted a 2-year plan covering FFY 2004-5. A public hearing was held at the initiation of that period.

Eligible Entities

§ 673(1)(A)

Eligible entities are the CAAs and CAPs officially designated under EOA, new or successor agencies designated by the Governor to serve previously unserved areas, and the organization serving migrant and seasonal farmworkers. The CSBG federal statute requires that at least 90% of the total CSBG funds awarded to a state must be distributed to eligible entities. Those provisions have remained in place throughout successive legislative reauthorizations, including the current law, *PL105-285.* In New York State, eligible entities receive 94% of the total CSBG funds awarded to the state. Funds are also allocated to 4 Indian Tribes/Tribal organizations.

NOTE: Throughout this Report, the term 'grantee' refers to all recipients of CSBG funds. Appendix A contains the names and addresses of CSBG grantees in New York State.

Target Populations

§676(b)(1)(A

Target populations are individuals and families living at or below 125% of the [federal] poverty level, as well as persons attempting to transition from public assistance, migrant and seasonal farmworkers, homeless individuals and families, and elderly low-income individuals and families.

[Table 8 illustrates the federal poverty guidelines.]

State Administration

In New York State, CSBG is administered by the Department of State [DOS], under leadership of the Secretary of State. DOS has held this responsibility since creation of the Block Grant. The Governor, in accordance with current federal statute, designated DOS as lead agency for CSBG administration. Within DOS, the Division of Community Services [DCS] provides direct program management.

Division of Community Services

DCS management is dedicated to furnishing quality guidance to grantees, securing full compliance with applicable federal and state statutes and regulations, increasing accountability, and ensuring successful outcomes for individuals, families, and communities.

Mission: To work in partnership with the community services network, federal, state and local governments and community-based organizations, to effectively carry out the purposes, goals, and assurances of the *Community Services Block Grant.*

Vision: To be a highly organized workforce and an active member of the national community services network, dedicated to promoting self-sufficiency and vibrant, healthy communities for low-income people.

Administration: DCS is composed of a total of 20 staff located in four statewide offices: Albany, Buffalo, New York City, and Syracuse. Central administrative offices are located in Albany. Administrative staff duties include data collection and reporting, electronic information management, document/publication(s) preparation and management, planning, research and analysis, forms development, inventory control, and contract processing. Staff in Albany also support the CSBG Advisory Council, and ensure compliance with NYS M/WBE [Women/Minority Business Enterprise] requirements. Clerical support staff are located in Albany, New York City, and Syracuse.

Monitoring: Ten program analysts located in the 4 offices conduct program monitoring, which encompasses comprehensive on-site assessment, program certification, and specialized technical assistance. Supervisory staff are located in each office. In addition, five staff of the DOS Contract Administration Unit [CAU], located in Albany, Buffalo, and New York City, work in conjunction with DCS program analysts and provide fiscal monitoring services.

[See Appendix D, Staff, Program Monitoring, p. 17, and Fiscal Monitoring, p. 27]

In addition to CSBG, DCS administers CFNP through a contract with the NYS Community Action Association [NYSCAA]. A comprehensive report on CFNP was filed with DHHS.

Statewide Accomplishments

Program Monitoring

E-ROMA [Excellence in Results-Oriented Management and Accountability] is a comprehensive, pro-active procedure implemented during FFY 03. In FFY 04, reviews were conducted by assigned CSBG program analysts and assigned fiscal representatives from CAU.

[See pp. 23-5 for E-ROMA report]

Electronic Data Management — NYSCAA Collaboration

For several years DOS researched the feasibility of implementing Electronic Data Management [EDM] to increase efficiency and accuracy of CSBG data collection and reporting methods for the program. On October 1, 2003, DOS entered into a contractual partnership with NYSCAA to implement EDM over a multi-year period. Unexpended state administrative funds of $200,000 were used for the first year of the project. The first data to be reported using this system is contained in this Report. DCS staff worked directly with NYSCAA throughout the year, developing forms and protocols, communicating with grantees and testing at various stages of development, as well as monitoring progress.

This DOS-NYSCAA collaboration facilitated the flow of information throughout the network. The NYSCAA infrastructure was upgraded: NYSCAA hired a full-time employee in February 2004; the existing data structure was analyzed, and a corresponding structure was created. Operating systems – servers and workstations – as well as utility software were purchased, installed and configured. This equipment was used by both NYSCAA and DCS personnel to design and implement EDM tools. Packaged software [Teleforms] was used to create a completely electronic Annual Program Report [APR]. TeleForms software training was provided by Cardiff Systems for NYSCAA and DCS during March, May and August. This training focused on all phases of the TeleForms project. In August 2004 each grantee was provided with software needed to complete the APR. In late September the first electronic APR was issued.

DOS and NYSCAA entered into the 2nd year of a contractual EDM partnership. The project will continue to focus on refining electronic data collection. NYSCAA will continue to assist DOS in development and processing of the data collection instrument – the APR– used to collect data from grantees. The project IT Coordinator will begin to design and create a solely web-based system which will allow grantees to log onto a website and enter data directly into a database using an easy-to-navigate web interface.

The partnership between DOS and the NY State community services network has been strengthened by the direct link to data accessible through the NYSCAA website; the increasing collaboration between state agency and state association will be evident and used as a model for other state administering offices and statewide CSBG grantee networks.

[See NYSCAA, pp. 29-31 for additional EDM information].

Professional Development

DOS-CSBG staff frequently participated in courses designed to improve capacity in provision of services to grantees. Courses ranged from college curriculum, Family Development, office and computer skills, interpersonal relations, supervisory training, specific program areas and topics, and others designed to enhance staff capability. Courses were sponsored by DOS and other NYS departments, state employee unions, the Governor's Office of Employee Relations [GOER], local colleges and universities, statewide trainers and grantees, as well as private training organizations.

Training opportunities included: Disaster Recovery and Business Continuity Planning project training, tenant safety, the *Better Non-Profit Series*: including Lobbying and Advocacy, Bylaws, Cash Flow. DOS sponsored Internal Audit training and Cyber Security Awareness training for all staff. Computer training included in-service sessions on the basic use of Paradox software, as well as PowerPoint, Paradox Adobe Professional, and Excel.

Staff also participated in national - level meetings and training: orientation for new CSBG administrators in Washington DC, included workshops on CSBG statutes, rules regulations, the role of the state, board development, ROMA, monitoring, and reporting. Staff also participated in a meeting of *21st Century Community Action Leaders.* DCS Director was invited to join 30 other individuals from across the country for an intensive 24 hour discussion of strategies to address poverty. Results included strategies, action steps, and a planned 5 national summits to address this issue. DCS Director was invited to join 14 people from across the country to attend the Head Start and OCS Memorandum of Understanding [MOU] Partners Forum in Washington, DC, to foster improved functioning of the Head Start program.

Staff also serves on the Community Action Partnership-Certification Commission which met during FFY 04. Staff and grantee board and staff members also participated in training provided by NYSCAA and through the Family Development Association [FDANYS]. Staff provided training as well.

CSBG Advisory Council

Council Mandate

The CSBG Advisory Council is charged to consult with the Secretary of State in the preparation of reports, and development of applications and the CSBG plan and to assist low-income persons overcome the barriers of poverty....(by) performing activities intended to achieve institutional change.

During the past year, Council meetings were held in Corning, Alexandria Bay, and Rochester in conjunction with NYSCAA professional development conferences, providing an opportunity for Council members to attend or observe professional development workshops and speak with individual grantees.

At each Council meeting, the DOS-DCS director reported on recent activities to the membership and requested their advice and/or support on pending issues.

Every Council meeting was attended by the Chief Executive Officer of NYSCAA who apprised members of all relevant issues within the community action network.

One new member was seated on the Council during this period and one new representative was appointed by a Council member.

Compliance with PL 105-285

42 USC 9901, et seq.

[CSBG Act of 1998]

The Coates Human Services Reauthorization Act of 1998, PL 105-285, superceded PL 97-35, as amended. Title II re-authorized CSBG through FFY 03. Compliance with specific sections is delineated below, as was detailed in the FFY 2002-3 CSBG Management Plan submitted to DHHS. Activities funded by CSBG were carried out in a manner consistent with the purposes and goals listed below.

§ 672 - Goals and Purposes

The purposes of this subtitle are —

(1) to provide assistance to States and local communities, working through a network of community action agencies and other neighborhood-based organizations, for the reduction of poverty, the revitalization of low-income communities, and the empowerment of low-income families and individuals in rural and urban areas to become fully self-sufficient (particularly families who are attempting to transition off a State program carried out under part A of the Social Security Act (42 USC 601, et. seq.)); and

(2) to accomplish the goals described in paragraph (1) through —

(A) the strengthening of community capabilities for planning and coordinating the use of a broad range of Federal, State, local, and other assistance (including private resources) related to the elimination of poverty, so that this assistance can be used in a manner responsive to local needs and conditions;

(B) the organization of a range of services related to the needs of low-income families and individuals, so that these services may have a measurable and potentially major impact on the causes of poverty in the community and may help the families and individuals to achieve self-sufficiency;

(C) the greater use of innovative and effective community-based approaches to attacking the causes and effects of poverty and of community breakdown;

(D) the maximum participation of residents of the low-income communities and members of the groups served by programs assisted through block grants made under this subtitle to empower such residents and members to respond to the unique problems and needs within their communities; and,

(E) the broadening of the resource base of programs directed to the elimination of poverty so as to secure a more active role in the provision of services for -

(i) private, religious, charitable, and neighborhood-based organizations; and,
(ii) individual citizens, and business, labor, and professional groups, who are able to influence the quantity and quality of opportunities and services for the poor.

Definitions

§ 673

Definitions contained in this section of the legislation were used by the state administering agency and grantees.

Use of CSBG Funds

§675C

New York State distributed 94% of the total funds it received to eligible entities, which included the migrant and seasonal farmworker organization. Five percent was used for state administration; one-half of one percent was distributed to Indian Tribes and Tribal organizations. The remainder was used to address disaster relief and statewide activities listed in *PL 105-285, §675C (b)(1)* as follows:

(A) provide training and technical assistance to eligible entities
(C) support statewide coordination and communication among eligible entities.

Distribution and Use of CSBG Funds — Grantees

Expenditure of funds by grantees was directed at achieving measurable results and positive outcomes for individuals, children, families, and communities. CSBG funds were distributed to eligible organizations as defined by federal law and in the manner prescribed by state law.

Table 1 Summary of Resources and Grantee Workforce

NYS Eligible Entities			[52 entities]
Total Resources [excluding CSBG]			$ 612,162,950
Total CSBG FFY 2004 Allocation [Distributed to grantees]			$ 52,437,821
Total Prior Year Funds Available during FFY 04			$ 3,339,938
Other Entities: Tribes/Tribal Organizations			[4 entities]
Total Resources [excluding CSBG]			$ 1,317,623
Total CSBG FFY 2004 Allocation [distributed]			$ 277,180
Total Prior Year Funds Available during FFY 04			$ 37,014
Grantee Workforce			[56 entities]
Total Full-Time Staff	6,722	Total Part-Time Staff	1,962
Total Board Members	902	Total Volunteers	31,703
Total Board Hours	29,689	Total Volunteer Hours	1,466,168

See Appendix A for detail on resources of the 52 eligible entities, and 4 tribes/tribal organizations.

DYCD - New York City

[Department of Youth and Community Development]

FFY 04 Funding to DYCD

FFY 04 allocation	28,476,096
Unexpended FFY 04 funds	3,913,025
Total CSBG funds available during FFY 04	32,891,121
Funds used for administration	5,594,771

Governance

DYCD is the mayoral-level New York City agency that distributes CSBG funds to community-based organizations [CBOs] which provide an array of services to residents of low-income areas throughout the 5 boroughs. The Community Action Board [CAB], is the tripartite board providing policy and programmatic suggestions and direction to DYCD. Neighborhood Advisory Boards [NAB] are maintained in 44 Neighborhood Development Areas [NDAs]. These boards are composed of a maximum of 12 members, all of whom are representatives of the poor and are responsible for identifying program priorities in the NDAs. Local elected officials nominate half of the members, who are then appointed by DYCD; half are directly appointed by DYCD. All members must live in the NDA.

During FFY 04, DYCD redrew NDA boundary lines; by eliminating 4 and creating 3 new NDAs, the number of NDAs was reduced from 44 to 43. Public hearings to conduct needs assessments were held in the new NDAs. An RFP for funding in the FFY 04-5 funding year was released in August 2004. To date, DYCD received over 900 proposals for review. Training of staff and NDA members is being conducted. It is projected the proposal review process will be completed by February, 2005 with contracts starting in July 1, 2005.

All CSBG funds distributed in FFY 04 were awarded to eligible CBOs as a 1-year extension to their original contract, which was awarded through a competitive sealed bid process of RFP funding initiatives issued in 2000. All CBOs in good standing are eligible to receive funds for the extended 1-year period, a funding cycle based on the New York City fiscal year, July 1-June 30. Residents in the 44 NDAs received services through 279 contracts with 211 CBOs for the 45-month period. The total number of CSBG-funded contracts, including special initiatives and technical assistance, is 358 contracts with 252 providers.

DYCD changed its policy on CBO board residency, opting not to retain a requirement [part of the original NDA-RFP] that a majority of board members would have to live within the NDA. Feedback from CBOs indicated that this requirement was believed to be unduly onerous and would have driven potential applicants away from the competition.

City-Wide Initiatives

In addition to funds allocated to each NDA and the Clusters, DYCD set aside a portion of the total CSBG funding to engage in city-wide initiatives. These are administered on a contract timetable different from the NDA process: an RFP process awards contracts.

Fatherhood Initiative: To foster responsible fathering in fathers, which includes; being present and personally involved in the child's life; and to provide economic support.

HIV Permanency Planning: Provides legal assistance and counseling to HIV parents. The goal is the assist parents with making appropriate arrangement for their children, should they not survive.

Violence Intervention and Prevention, A Family Approach: To give support and strengthens services to victims of violence and their families. Program emphasizes the role of the family in violence prevention, specifically as it applies to youth violence, domestic violence, and elder abuse. A comprehensive and collaborative approach will be taken to provide delivery of services.

Two special program areas continue to foster the backbone of community development operations: Technical Assistance Program, and FDC.

Migrant and Seasonal Farmworker Organization

CSBG funds of $323,931 were awarded in FFY 04 to the statewide Migrant and Seasonal Farmworker Organization [Rural Opportunities, Inc.,(ROI)]. Services to migrants and farmworkers have been a provision of CSBG since its inception, and while ROI is not a CAA, it is an eligible entity. Begun in 1969, ROI is a private, not-for-profit regional community development and human service organization providing services to farmworkers, low-income families, and economically depressed communities throughout New York, Pennsylvania, New Jersey, Ohio, Indiana, Michigan, and Puerto Rico.** **Information obtained from www.ruralinc.org.

ROI successfully operated a wide array of programs funded by federal, state, local, faith-based and private sources. Headquartered in Rochester, Monroe County, its services and assistance to this population are furnished through 10 service centers located in agricultural regions across New York State. ROI is a leading advocate for migrants and farmworkers in New York as well as other states.

Services provided through ROI are similar to CAA services in their comprehensiveness and breadth. ROI provides or refers its customers to housing, education, employment, emergency services, nutrition, income management, energy efficiency, as well as ensuring the links and coordination necessary to meet the needs of their diverse population, including availability of multi-lingual staff. ROI currently manages 15 properties in New York State alone. ROI's resources from all funders exceeds $8.3 million, including over $700,000 from private sources.

[See pp. 100, 105, for ROI program accomplishments included in this report.]

Indian Tribes/Tribal Organizations

Tribes/tribal organizations have the option of receiving their CSBG funds directly from DHHS. Four Tribes/tribal organizations receive CSBG funding from DOS: Seneca Nation in Erie and Cattaraugus Counties; Mohawk Indian Housing Corporation [MIHC] at the St. Regis Mohawk/Akwesasne Reservation-in Franklin and St. Lawrence Counties, at the border with Canada; the Shinnecock and Poosepatuck Tribes, located in Suffolk County. Of these, MIHC is a Tribal organization; the others are Tribes. The allocation for Indian Tribes / tribal organizations was .50% of the total CSBG allocation to New York State or $277,180 for the four Tribes/tribal organizations. Funding was distributed equally among the four groups.

Tribes/tribal organizations provide an array of services responsive to need in their communities and also network with CAAs in their areas to achieve positive outcomes for their customers. Tribes/tribal organizations also educate the communities around them through cultural events, lectures, and workshops which cover family, cultural, and educational subjects. The Shinnecock reported the following about one of their programs:

> *The Daughters of Tradition provides classes on traditional arts, crafts, and traditional cooking. Native American survival skills are introduced and workshops on language revitalization are being planned. It is our hope that families will rediscover the sense of community, balance, wiliness and sobriety while preserving the ancient customs of our people. CSBG funds helped in supporting this program.*

State Administration

Five percent of CSBG funds were used for state program administration. Administrative as well as unrestricted funds were used to implement E-ROMA, institutionalize FDC, support the state association for family development workers [FDANYS], NYSCAA, and increase collaboration with other agencies and organizations dedicated to moving people out of poverty. These expenditures included funds carried over from FFY 03. [See Table 14A, p.120]

Distribution of Additional Resources to Grantees

Mini-Grants: Phase 1

In 2003, regional roundtables were planned to provide training to boards of directors; these sessions were cancelled. In their place, grantees were offered an opportunity to receive mini-grants of $5,000 or less to conduct their own board development and/or strategic planning sessions locally. Requests ranged from $1,000 to $5,000 and totaled $44,470: 14 mini-grants were awarded to 13 agencies. Unrestricted funds previously set-aside for Professional Development were used to fund these training opportunities.

Mini-grants were awarded through a new, simpler and more efficient process developed by program and fiscal staff. The result was implementation of the special voucher method: an agreement letter describing the purpose and conditions of funding was signed by both parties [DOS and grantee] and payment made on a reimbursement basis when appropriate documentation was received from the grantee.

Mini-Grants: Phase 2

A balance in funds allocated for administration was maintained as a result of state restrictions on filling vacancies, as well as limitations on purchases over the past 2 years. DOS decided to transfer a portion of these funds to local assistance grants. As a result, approximately $475,000 was transferred from state administration to be awarded as mini-grants.

Based on responses to the distribution of surplus computer equipment [see below] and the frequency with which grantees indicated need for laptop computers for outreach workers, first priority was given for those purchases. In addition, requests for funds to enhance agency internet technology [IT] capacity, management and governance capabilities, staff skills and performance, and program operations were considered. Grantees were allowed to request up to 3 grants of $5,000 each and awards were made in the same manner as Phase 1, described above.

A total of 99 mini-grants were awarded to 48 grantees. Purposes of these awards were: purchase of laptop computers - 33 grants; board and staff training, including several strategic planning sessions - 36 grants; information technology, such as upgrading software and implementing new or revised data collection systems - 26 grants; purchase of equipment related to technology, training or program enhancement - 14 grants.

[**Note:** numbers are duplicative, as several grants were used for a combination of purposes.]

Distribution of Surplus Equipment

In January 2004, DOS purchased upgraded computer equipment for program and fiscal staff in all offices. In addition, several printers and fax machines were purchased to replace older equipment. After contacting HHS-OCS for direction on disposal of the older equipment, DOS offered the surplus equipment to grantees. By mid-year, DOS distributed 19 desktop computer systems, 16 laptop computers, 3 fax machines, 7 printers, 3 additional monitors and 6 keyboard trays, to a total of 14 agencies.

Application and Designation

§676 - Application and Plan; Designation of Lead Agency

The Governor designated DOS as the lead agency for CSBG in a letter to DHHS included in the FFY 2002-3 Management Plan. The CSBG Management Plan was made available for public review.

Designation and Re-Designation of Eligible Entities in Unserved Areas

§676A

During FFY 04 no new entities were designated.

Boards of Directors

§676B -Tripartite Boards

The 52 eligible entities are comprised of 49 private non-profits, 2 public organizations, and the migrant and seasonal farmworker organization. There are 902 volunteers serving on boards of directors. Board membership of the migrant and seasonal farmworker organization is 44, of which 22 are farmworkers. The requirement for 50% farmworker representation was mandated under EOA and is maintained through CSBG. This board actively participates in administration of CSBG.

Termination and Reduction of Funding

§ 678C - Corrective Action; Termination and Reduction of Funding

No grantees were terminated or had funds reduced during FFY 04.

Statutes and Processes

The NYCRR [New York Compilation of Codes, Rules, and Regulations], Title 19, Part 700, regarding hearing procedures, sets forth additional steps to be implemented prior to any actions resulting in Termination or Reduction of Funds.

Program Monitoring

§678B - Monitoring

Definition

Monitoring is defined as a comprehensive approach to reviewing, assessing, evaluating, and improving the quality of services provided by grantees to individuals, children, families, and the community served by grantees. Monitoring is an ongoing process which verifies grantee progress and document compliance. Regular and ongoing program monitoring was accomplished in accordance with the *Guide to Monitoring*, [*revised*, October, 2004]. Monitoring and staff responsibilities are described and defined below.

Monitoring

. . . is conducted in partnership with grantee staff and board.
. . . is pro-active, result-oriented and conducted to provide assistance to grantees to improve their capacity to achieve results.
. . . must meet the requirements of the CSBG contract, the Management Plan, and federal and state authorizing legislation.

Knowledge and Abilities

Staff assigned to conduct program and fiscal monitoring must possess and demonstrate adequate professional proficiency, including knowledge of:

- assigned agencies, programs, activities, functions, service areas, organizational structure, board composition;
- applicable statutes, rules, regulations, policies and procedures governing programs and organizations;
- CSBG National Goals and Outcome Measures as well as the National Indicators for Community Action Performance, and their applicability to assigned agencies.

Staff must also demonstrate ability to:

- communicate clearly and effectively both orally and in writing
- exercise professional care in conducting monitoring
- base findings and conclusions on objective evaluations of pertinent information
- serve customers in the most effective manner, with the least burden and with respect
- recognize, honor and respect human diversity
- preserve the dignity of customers and clients
- uphold confidentiality

Accountability and General Responsibilities

Staff assigned to monitoring:

- Serve as representatives of the State of New York, the Department of State, Division of Community Services and actively participate in administration of CSBG and related programs.
- Assist in implementation of goals and activities outlined in the most recent CSBG Management Plan.
- Provide comprehensive monitoring services to grantees in administration of programs funded by the CSBG and CFNP, and:
  - Develop Individual Monitoring Plan [IMP] for each assigned agency.
  - Continue to provide technical assistance and follow up on the progress made by grantees in reaching the higher standards of performance as indicated by the E-ROMA reviews conducted in FFY 2003 and 2004.
  - Make on-site visits.
  - Prepare and submit written reports: Program Certifications, Grantee Services Contact Reports, and monthly activity reports.
  - Conduct refunding meetings to prepare annual work plans and budgets.
  - Attend board and committee meetings.
  - Provide specialized support in cases of disaster and crisis.
  - Participate in grantee functions as requested by grantees and approved by supervisor.
  - Collect and review refunding applications, contracts, amendments, reports and other documents.
  - Provide, or arrange for, technical assistance as required or requested by the grantee.
  - Maintain contact with grantees.

Program Monitoring Outcomes

FFY 2004 Monitoring Summary Report

Activity	Total
Visits/contacts	364
Certifications	241
Board and committee meetings attended	94

Program analyst contact with grantees is ongoing, with contact maintained on-site, by telephone, and electronically. Staff visited grantees in teams or individually. Staff teams met regionally in Albany and Buffalo more than a dozen times during FFY 04. Staff carried out E-ROMA assessments. Some staff participated in training sessions, planning days, and attended grantee annual meetings. Staff also attended a variety of grantee functions ranging from retreats, technical assistance meetings, and open houses, at some of which staff served as speaker or trainer.

Technical Assistance

Staff provided technical assistance and training to grantees at all levels to ensure compliance with regulations, fiscal guidelines, development of budgets, work plans and required reporting instruments. Staff also assisted with searches for funding and referred grantees to an assortment of funding sources, foundations, and other entities. Staff provided specialized and other assistance to grantees to expand their understanding and implementation of ROMA.

Programs/Service Delivery: Staff provided training and information on grantsmanship, grant-writing; assisted one grantee in maintaining its emergency services program; established linkages between a grantee youth program and the mentoring partnership of New York for training and technical assistance on mentoring. As noted in E-ROMA, Dimension 8, information/technology was cited as one area where improvements are necessary: grantee need included development of centralized, universal intake systems. While some grantees have multiple databases, many customers trying to access comprehensive services often faced lengthy and repetitive intake processes. Staff provided direction to at least a few of these grantees in addressing these concerns. Moreover, grantees were encouraged to apply for mini-grants which would lead them toward development and implementation of such systems. Staff helped to link individual grantees regarding development of housing programs; and assisted one grantee in development of a reporting and tracking system.

Governance: Staff participated in strategic planning retreats; provided or assisted with board orientation and/or training; assisted in reviewing grantee bylaws and provided research and other information concerning same; in reviewing grantee board files, staff provided input that ultimately helped the grantee to improve record-keeping of the board and its adherence to compliance issues. Staff provided guidance to grantees in filling board vacancies; staff assisted and provided guidance in establishing board organizational structure as well as dealing with compliance issues.

Management: Staff provided ROMA training, and worked with grantees concerning issues of importance to the local economy and community, such as expansion of a military base; assistance in completing or filing required forms and processes, including training to new staff on same; provided guidance with strategic planning and related processes; technical support also strengthened grantee operational systems. Staff researched and provided direction regarding personnel, personnel policies; helped grantees to develop monthly or other reporting systems and formats; encouraged grantees to apply for mini-grants for technological improvements and to deal with board training and development. Staff referred grantee program [as well as administrative] staff to consultants to address fiscal reporting issues as well as to meet specific training needs in administration, human resources, and management; provision of 'succession planning' in the event of retirement/replacement of the chief executive officer.

Community Partnerships: Staff applied a great deal of specialized knowledge about funding sources, processes, legislation, data collection systems, and used the natural linkages they have as public servants to connect people with programs, and need with resource. Staff undertook research on programs, and availability of funds, in a variety of program and management areas from housing to database management and development. Staff continued to work with grantees involved in the PRISM [Program Reviewing Instrument for Systems Monitoring] Assessment, meeting with senior managers, making connections with Head Start, and with its shared governance project.

Special State Technical Assistance Grant [SSTA]

During FFY 04, work continued under the HHS-OCS/SSTA initiative received in FFY 03, to support interventions in the crisis situations which existed at the Economic Opportunity Council of Chemung and Schuyler Counties [EOP] and Yonkers Community Action Program [YCAP]. Through this initiative, corrective action activities were implemented that helped to stabilize grantees and ensured continuity of service to residents in need. The total amount of federal funds received through the OCS-SSTA grant was $50,000, distributed equally between the 2 grantees; in addition, DOS committed $90,000 from unexpended state CSBG administration funds, and both agencies committed local resources to this technical assistance effort. EOP also applied for and received a $5,000 mini-grant to conduct follow-up activities and to provide additional technical assistance to their fiscal office to ensure accuracy of its FFY 05 budget preparations.

DOS contracted with Mid-Iowa Community Action [MICA] Peer-to-Peer program as the technical consultant for this project. The MICA team worked closely with EOP and YCAP boards of directors, administrative, fiscal and program staff to implement agreed upon action plans. MICA's work at EOP was completed in the summer of 2004; CSBG program staff continues to work closely with grantee management and board members to provide on-going training and self-assessment activities to ensure continued progress toward established goals. YCAP and MICA continue to work together to develop a strategic plan based on responses from participant and community organization surveys.

Substantial staff time continues to be dedicated to both agencies. Program analysts assigned to the grantees involved have increased the number of hours dedicated to oversight and specific on-site assistance; administrative staff compiled contract payment documents, and filed required fiscal and program progress reports to HHS-OCS. The partnership developed between DOS MICA, and involved eligible entities has proven to be an effective national-state-local collaborative effort resulting in stronger governance and management systems and improved service to the local community and low-income residents.

[see below, Chemung; and p. 21, Yonkers]

Chemung-Schuyler EOP

Services provided by MICA specifically focused on review of the 2005 agency-wide master budget, year-end figures, and projections on current status of the capital campaign funding. Additionally, MICA mentored administrative staff in balanced budgeting and CSBG budget requirements. Budget documentation was reviewed and program deputies/directors were assisted on budget expense reduction in overspent grants. Administrative cost and space allocation plans were reviewed. MICA conducted several administrative staff trainings and meetings to ensure understanding of sound fiscal management practices. Administrative staff also received one-on-one coaching.

Outcomes: Support provided by CSBG through the MICA team helped the agency move forward with an effective master budget and plan for 2004-05. The technical assistance intervention allowed EOP to validate the budget expense reduction plans for several programs and determine more aggressive implementation plans. The technical support in assessing financial records, systems and staff capability provided immediate outcomes. The support in formulating budget recommendations to the state CSBG office was very helpful. Additionally, training of managers and administrative staff provided needed support to improve the financial operation of the agency. Executive coaching and financial management services provided by MICA continue to support EOP in its accelerated improvement on the corrective action processes.

As EOP stated in its APR:

> *FY 04 was one of the agency's most challenging and rewarding years in its 39-year history. As a result of the consistent commitment of CSBG officials and dedication of Board Members and staff, EOP emerged . . . stronger and more viable ... In October 2003, a new Executive Director was appointed, and in December 2003, a new Chief Financial Officer joined EOP. This major leadership change was accomplished as a result of CSBG support for consulting and financial audit service from ... MICA .... The agency's 170 employees, program participants, community business leaders and agency partners all became involved in development of a strategic plan. . . . An agency-wide reorganization focused on EOP's major program areas: Family Development, Child Care, and Youth Services. The reorganization increased productivity and streamlined decision-making. Some examples of positive results include: training for the Board of Directors, training for Leadership Group, agency-wide cost reductions, and greater emphasis on fund development and business partnerships.*

Yonkers Community Action

Grantee fiscal operations were stabilized. A new Fiscal Director was hired, and cost allocation plan was developed. Grantee personnel policy manual was revised and awaits board approval. A strategic planning session was conducted with the board and staff. A draft strategic plan will be developed by MICA.

In its narrative agency Accomplishment [Goal 5], YCAP indicated that it had undertaken staff development and training, with two staff taking the FDC course, and one already achieving certification. The grantee noted that *. . . plans are currently being developed to continue these certifications to remaining YCAP staff, including having the Program Director apply for the training that would enable her to teach the class.* The newly hired fiscal officer completed training on the YCAP fiscal software; program staff participated in program specific subjects, and administrative staff took management classes.

Special Technical Assistance

Community Action Organization [CAO] of Erie County, Inc.

CAO-Erie faced a multitude of obstacles which, early in FFY 02, culminated in extensive intervention by DOS fiscal and program staff and the MICA Peer to Peer Crisis Intervention Program. As a result of this involvement, the board of directors made essential managerial changes to address the situation: hiring a new Executive director, who in turn brought on several new division directors and line staff.

In FFY 04, DOS program analysts and fiscal representatives continued to attend board and committee meetings on a regular basis. The Council of Community Services [CCSNY] provided a series of mini-trainings during 4 of the regularly scheduled meetings.

DOS provided a mini-grant of $2,000 for an outside consultant to conduct an assessment of the grantee human resources department in the spring of 2004. This was called for as follow-up to MICA findings in 2002. The assessment found a number of procedures which needed updating or revising in order to make the department effective and efficient. Some of these have been implemented, plans call for full implementation during FFY 05.

The executive director has dealt with many administrative issues in two- plus years. A new Chief Finance Officer was hired in August 2004. Together the CFO and Executive Director, under guidance of the board finance committee, have implemented several cost-saving measures. The current agency fiscal year will end in a positive financial position. However, debt from previous years still exists.

Excellence in Results-Oriented Management and Accountability [E-ROMA]

Background

Excellence in Results-Oriented Management and Accountability [E-ROMA] is an assessment system designed to be a comprehensive, pro-active procedure implemented by DOS-CSBG staff to improve grantee leadership and management capacities. The main goal of E-ROMA: to identify the standards of excellence for each grantee, note strengths and innovations, and to formulate practical, constructive recommendations for continued progress or improving existing conditions.

E-ROMA focused on eight Dimensions of CAA and Not-for-Profit Corporate Health: Governance, Management, Service Delivery, Fiscal Operations, Work Force Environment, Program Operations, Partnerships, and Information Management. The process involved a combination of operational assessment, monitoring, and compliance review methods. Results of E-ROMA were to be used by a grantee to reorder priorities, improve management and fiscal operations, revise board and administrative policies, and improve customer service. Each determining factor was scored as either *Met* or *Needs Work*.

E-ROMA was conducted during a 2½-year cycle during which all grantees were assessed over the course of successively scheduled field visits. E-ROMA was an interactive process, conducted by the assigned DOS program analyst and the assigned CAU fiscal representative. Guidance was provided by the DOS Executive Office and the Office of Counsel. The review consisted of the following elements: in-house document review, on-site document review and observation, attendance at Board meetings, and collection of agency-developed customer surveys.

Findings and Deficiencies

Where there were serious findings resulting in deficiencies, a meeting was held with the grantee to discuss these findings and to determine proper course of action. Subsequent to the meeting, a formal report was issued to the grantee executive director and board chair with copies to board members. The formal report, when deemed necessary, stated the findings and recommendations. The grantee was required to develop a corrective action plan in accordance with CSBG federal statute. If required, the grantee submitted an action plan detailing the steps necessary to comply with recommendations contained in each formal report. Approval of the action plan by the grantee board was required. The action plan was to be submitted to DOS within the time specified in the formal report.

Support Plan

In cases where a corrective action plan was deemed necessary, a DOS support plan was developed and implemented and which detailed the support necessary to assist the grantee to successfully implement the corrective action plan. DOS monitored progress and provided regular reports to the grantee.

Summary Report

Upon completion of review and assessment of each dimension, a summary report was prepared and which identified any major findings and deficiencies of grantees, and reported on progress in implementation of corrective action plans. The report was shared with grantees as well as NYSCAA in order to serve as a guide for training and technical assistance. Additionally, DOS staff identified priority areas where specific training for each or several grantees could be provided or arranged. Mini-grants provided resources to meet some of those needs.

E-ROMA: Data and Outcomes

A final E-ROMA report was issued at completion of the entire 8 dimensions; it notes aggregate summaries for the original reviews, and indicated the number of grantees where additional work was needed to meet established standards for specific determining factors. All 52 eligible entities were assessed. Below are highlights of areas where improvement will be a priority.

Dimension	Priority Area
Dimension 1-Service Delivery	I. Strategic Planning and Community Involvement
	Agency development of mission statements, value statements that are outcome based
	Agency involving families in the planning of services and activities
	II. Needs assessments
	Needs and Strengths are assess on an ongoing and periodic basis
Dimension 2: Governance	I. Board Evaluations of Agency Operations
	Board Evaluations of board, grantee operations, and programs
	Board Assessment of functions and outcome
	II. Board/Executive Relations
	Board/Executive Relations are clearly understood by all parties
	Board has a specific policy for removing/replacing an Executive Director and search process
	Board regularly evaluates the performance of the Executive Director
	III. Board oversight of Fiscal Controls
	Established internal fiscal controls ensure the proper conduct of the fiduciary responsibilities of the board
Dimension 3: Management	**I. Strategic Planning**
	An up-to-date strategic plan is in place to guide grantee organizational direction
	Grantee measures its progress annually against the strategic plan
	Strategic plan identifies short term and long term outcomes for the organization and which are being addressed
	Board/Executive Relations
	Executive Director is evaluated annually or biannually
Dimension 4: Work Force Environment	Employee and volunteer evaluations contain measurable outcomes: Only 2 grantees had not met standards for employee evaluation; but 12 had not for volunteers

Dimension	Priority Area
Dimension 5: Fiscal Operations	**I. Fiscal Internal Controls**
	Subsidiary comments and notes indicate the dominant concerns are lack of staff fiscal training and lack of policies on unrelated business income.
	II. Fiscal Office
	Demonstrates ability to communicate necessity of fiscal policies, procedures and requirements in a timely manner to board members and program staff
	Subsidiary notes indicate the major concerns here are lack of administrative budgets, annual budgets and policies on capital campaigns or investments policies.
	III. Budgets tie costs to outcomes
	Comments note that most agencies continue to work on this
Dimension 6: Program Operations	**Programs meet specific needs** of the community as identified through a planning process which involved the board of directors
	Sufficient resources are allocated to ensure each program can achieve the established goals and objectives.
	Staff has sufficient training and skill levels to produce the program
	Services and activities are planned, delivered, and evaluated with the full and active involvement of fiscal personnel
Dimension 7: Partnerships	**Grantee successfully** secures contributions from private sources
	Other groups and organizations sponsor and support functions sponsored by the grantee
Dimension 8: Information Management	**I. Intake**
	A Universal intake process is adaptable by all grantee-operated programs
	A centralized intake process can be accessed by all programs
	II. Outcomes Costing
	A process exists to integrate fiscal and program data to document the cost of outcomes

Fiscal Monitoring

§678D - Fiscal Control, Audits, and Withholding

Fiscal oversight is integral to New York State CSBG administration. Fiscal review was conducted by regionally-located fiscal representatives [Senior Accountants] of the DOS Contract Administration Unit [CAU], who carried out ongoing, on-site monitoring for each grantee throughout the contract period.

As noted in the *Guide to Monitoring*, responsibilities of fiscal representatives include:

- Follow up on E-ROMA Assessment (Fiscal Management Dimension).
- Make on-site visits and submit Fiscal Monitoring Report.
- Conduct comprehensive financial assessment.
- Prepare and submit written reports.
- Provide technical assistance to grantee Fiscal Officers.
- Participate in refunding conferences.
- Collect and review refunding applications, contracts, amendments, financial reports, Unaudited Financial Statements, and OMB Circular A-133 Audit Reports.
- Maintain telephone contact with grantees.

Monitoring visit formats are adapted to financial operation structure and accounting system of each grantee. Primary determining factors were size, service area, funding streams, and number of direct service subcontractors [delegate agencies]. Fiscal representatives verified reliability of grantee books and records with information reported on periodic financial reports submitted for reimbursement to DOS. Reviews included sampling of expense supporting documentation and determination of compliance with contractual obligations and state and federal requirements. Monitoring visits also entailed reviews of grantee fiscal policies and procedures and internal control systems. Grantee Board and Finance Committee meetings were attended. Follow-up on audit findings was conducted. Fiscal representatives provided technical assistance as requested. Summary reports were completed for each grant reviewed during each monitoring visit and included findings and recommendations. Any corrective action required was followed up on subsequent visit.

Fiscal and DCS staff worked closely to discuss observations made during visits. The beginning phase of the fiscal portion of the DYCD E-ROMA review was conducted by a fiscal representative. Technical assistance was provided to several agencies where new fiscal officers were hired.

Fiscal Monitoring Outcomes

Each CSBG grantee was required to comply with OMB Circular A-133 and DOS audit guidelines. Grantees were required to submit unaudited financial statements summarizing total contract expense information relative to each CSBG contract. Desk review was conducted by fiscal representatives to determine fund balances.

Increased participation by fiscal representatives with Boards of Directors resulted in boards that were much more knowledgeable about fiscal matters and able to make more informed decisions.

On-site review was conducted to verify validity of submitted statements.

Desk review of required audit reports was conducted to determine completeness of the report, final determination of fund balance, and follow-up on material compliance and/or internal control deficiencies as identified within the report. On-site reconciliation of audited CSBG expense amounts to reported unaudited financial statement amounts was necessary in some cases. For example, where audit close-out procedures were initiated on grantee audits, DOS closed out 100% of those grantees' audits. Contact with the CPA who conducted the audit was sometimes necessary to complete review of the audit report.

All fiscal documents, including contracts, budgets, amendments, and financial reports were reviewed for accuracy and consistency with state and federal program requirements.

During this year, a few grantees experienced deficits and or difficulties in maintaining accurate accounting records. These problem areas arose from inadequate management review and lapses in grantee internal control systems. Corrective action was achieved by grantees through increased monitoring visits and/or making funds available to budget for consultants. This ensured that grant funds were appropriately managed and expenditures made within the allowable framework. Expenditure of funds by grantees was directed at achieving measurable results and positive outcomes for individuals, children, families, and communities.

FFY 04 Fiscal Summary Report

Activity	Total
On-site visits	288
Fiscal monitoring reports	288
Unaudited financial statement reviews	59
Financial report reviews	187
E-ROMA fiscal reviews	1
Budget reviews	120
Audit report reviews	42

Accountability

§678E - Accountability and Reporting Requirements

This Report includes a report on the outcomes achieved as required by ROMA.

[See ROMA outcomes, Table 2, pp. 38-46]

Limitations on Use of Funds

§ 678F

CSBG funds were not used for purchase of land or construction of facilities.

Treatment as a State or Local Agency

The requirements regarding Treatment as a State or Local Agency for the purposes of Chapter 15 of Title 5 US Code were added to an amendment to CSBG contracts. All eligible entities are required to comply with the requirement of this section in accordance with the rules and regulations published by the Secretary of DHHS.

DOS Partnerships — NYS Community Action Association [NYSCAA]

DOS partners with the New York State Community Action Association [NYSCAA] which represents 52 CAAs in New York State serving all 62 counties. NYSCAA is a statewide non-profit organization dedicated to the growth and education of NYS CAAs to sustain their efforts in advocating for, and improving the lives of low-income New Yorkers. DOS awarded NYSCAA $275,000 to enhance the capacity and increase the effectiveness of CAAs, through increased information, by supplementing its resource library, and with training, technical assistance, and advocacy.

Training, Networking, and Communication

A NYSCAA survey in 2003 elicited feedback for training in the following areas: governance/board, history/CAAs-CSBG, legal, support staff, Family Development, human resources, information and technology, economic development, emergency response, and, strategic planning. The survey acted as a tool for developing content for professional development opportunities offered during the NYSCAA Executive Directors' Retreat as well as Professional Development Conferences held in March, June, and September, 2004. In addition, NYSCAA used feedback it received during an August meeting with fiscal directors and managers to plan professional development opportunities appropriate for all levels of grantee fiscal staff. NYSCAA supplemented and reconfigured its presenter database.

NYSCAA hosted 4 professional development conferences that included training and networking opportunities benefitting a broad range of agency personnel, including board members, executive directors, front-line, administrative, and fiscal staff, in addition to Family Development, Head Start, CFN, and Weatherization workers. The Executive Directors' Retreat in October, 2003 offered a combination of peer exchange and professional development opportunities. The 3 statewide Professional Development Conferences offered a significant number of hours of training: March- 45 hours; June - 78 hours; and September, 73 hours, on topics ranging from the History of Community Action to Family Development workshops, and updates on weatherization. NYSCAA-sponsored luncheons, dinners, membership meetings and receptions fostered and deepened partnerships. The CSBG Advisory Council chose to hold its meetings at each of these conference sites, expanding its accessibility to grantees.

In addition, NYSCAA also offered the FUND-EZ one-day session, which covered the financial module of Fund-EZ non-profit accounting software, which many grantees use. The NYSCAA CEO provided board training to board members of 2 member agencies. ROMA training was offered to 90 CAA employees, with 4 Community Action trainers receiving national ROMA certifications. In general, as a result of training opportunities and other activities, participation in the conferences and in professional development increased significantly over last year.

NYSCAA published is semi-annual newsletter, *Community Action New York*, with the Winter 2004 featuring articles highlighting and profiling specific grantees.

A Board training video, for which the planning was accomplished during FFY 04, will be completed and available during 2005.

NYSCAA posted its 2004 Professional Development Conferences and other professional development opportunities on its website calendar. The upgrade provided the opportunity and convenience of on-line conference registration and continued serving as a medium for publicizing Community Action on a statewide level. By close of this reporting period, the NYSCAA website was redesigned, featuring Community Assets New York [CANY], message boards [Executive Directors, FDANYS, Fund-EZ, general finance, human resources, and technology] as well as 39 links to state and national organizations and offices with supportive interests in Community Action efforts. In addition, website activity reflected a 22% increase.

Electronic Data Management

The partnership between NYSCAA and DOS was created using $200,000 in unexpended state administrative CSBG funds for the first year of the project. While the major objective of EDM is to enable electronic data collection, additional outcomes were achieved by increasing the technological capacity of NYSCAA and member agencies, and improving the flow of information throughout the network:

- Expansion of the NYSCAA website and inclusion of message boards, online conference registration.
- Conducting Information Technology Round Tables at two statewide conferences.
- Creation of a mobile training facility through purchase of 13 laptop computers, an LCD Projector, a wireless router, and necessary software and systems; as a result, hands-on PowerPoint training was conducted at the September 2004 Conference. Eight grantee employees attended this training.
- A web-based information and referral system was purchased, setup, and tested; a dedicated web presence was established. NYSCAA hired a temporary employee, and several hundred data records were entered. Approximately 75% of the initial data was input; data input for this system is on-going.
- NYSCAA configured, tested, implemented and hosted a collaboration tool, *iLinc*; demonstrations with DOS and several with grantees increased both familiarity and awareness of the technology.

[Additional information about DOS-NYSCAA EDM collaborative efforts can be found on pp. 7-8]

Honoring Community Action Veterans

The June conference also served as recognition of the 40th Anniversary of Community Action; as such, 134 persons were honored with commemorative plaques for their service to Community Action in New York State. The NYSCAA Annual Dinner and Awards Ceremony included installation of the NYSCAA Board of Directors as well as presentation of awards honoring specific achievement and accomplishment by grantees and individuals.

Building Statewide Connections

Strengthening the ability of community action to serve low-income persons, NYSCAA continued to build its alliance with the Rural Housing Coalition, which exhibited at the March Conference and presented a workshop on mortgages and low-income first time homebuyers. NYSCAA developed a strategic alliance with Rural Advocates to deal with housing issues affecting low-income families.

NYSCAA met with the Council of Community Services of New York State, Inc. [CCSNY] to discuss effective development of an assessment of CAAs requesting assistance or referred for assistance.

NYSCAA developed and distributed a survey to elicit further member information regarding community-based youth programming, including fatherhood programs, youth mediation, mentoring, and preventing or reducing youth crime. After initial analysis, additional information gathering will be accomplished more expediently and efficiently through the NYSCAA parallel effort to upstart the CANY website project; youth information as well as CANY will be reported during FFY 2005.

Family Development Association of New York State [FDANYS]

NYSCAA provided support and guidance to FDANYS in maintenance of its corporate, membership, organizational, and financial records as well as in its efforts to: finalize the FDANYS Fiscal Operations and Procedures Manual; develop an operating budget for the Association's 2004-05 fiscal year; increase the visibility of FDANYS and Family Development issues; provide members and potential members with requisite membership and marketing materials, respectively; develop its regions and committee structure; and, contribute articles to *Community Action New York*.

NYSCAA assisted FDANYS in planning, coordinating and hosting its pre-conference board training event as well as the FDANYS 6th Annual Conference and FDC Recognition Ceremony, attended by over 300 persons. It featured luncheon/business/association meetings, special events and networking opportunities. The FDC Recognition Ceremony honored the accomplishments of FDC as well as Empowerment Skills for Leaders [ESL] graduates. FDC Trainers and Field Advisors were also recognized for their service and commitment to the FDC movement. By FFY 2004 year-end, FDANYS was comprised of 154 members, including 132 individuals and 22 agency members.

Community Food and Nutrition Program [CFNP]

As the subgrantor, NYSCAA provided administrative and fiscal monitoring to the 3 CFNP delegates, which are: Hunger Action Network of NYS [HANYS], the Nutrition Consortium, and the Statewide Emergency Network for Social-Economic Security [SENSES]. In addition, NYSCAA added links to these delegate's websites. Two workshops addressing CFNP-related issues were presented at the September Professional Development Conference, and delegates submitted 2 newsletter articles for the Winter 2004 edition of *Community Action New York*.

Furthermore, concepts were developed by NYSCAA to move previous and future CFNP data to a web-based information and referral system. The system application was identified, and data are currently being collected to post on the NYSCAA website, anticipated in February 2005.

[Information submitted by NYSCAA.]

Cornell Empowering Families / Family Development Credential

Family Development is the strengths-based approach which shifts assistance toward family empowerment, [power with, vs. power over] and collaborative methods. It is a major New York State effort to redirect the way health, education, and human services are delivered to families. Family Development stresses prevention and collaboration, and is family-centered. The Family Development Credential is well-respected nationwide as a model state family support system.

Cornell-FDC continues to support the NYS DOS vision and plan to infuse Family Development as the prevailing approach to family support practice in New York State.

FDC courses offered statewide:	46
New FDC credentialed workers:	535
New FDC instructors:[Instructor Institutes held in January & July]	32
Total credentialed workers	4,233
Leadership series offered statewide:	15
Leadership credentials issued:	79
Total Leadership credentials:	154
New FDC leadership instructors: [Institute, April, 2004]	12

This year, the Cornell Empowering Families Project also provided training and technical assistance to representatives from New Jersey, Illinois and the District of Columbia to establish statewide FDC systems. Highlights of FDC-related accomplishments in local communities included:

- First-time CAP-sponsored FDC programs facilitated in Essex and Wyoming Counties
- CAP Leaders from Essex, Cayuga-Seneca, Orange, Oswego and Wayne Counties as well as 60 leaders from DYCD member agencies earned the Family Development Leadership Credential.
- 38 LDSS/contract workers received FDC tuition scholarships through the Rockefeller College Professional Development Program.
- 506 PONSI transcripts were issued to workers seeking to apply the FDC toward undergraduate study at NYS colleges and universities.

[See pp. 33 for additional information on PONSI]

The Empowering Families Project continues to assist DOS and the statewide FDC system by conducting new FDC instructors' training institutes at Cornell University and quarterly update meetings for FDC instructors and portfolio advisors across the state.

This summer the Project was awarded a Cornell College of Human Ecology grant to study *How Do Families Coached by Credentialed Workers Set and Pursue Goals?* DOS also provided partial support for the initial stages of the study [literature review and pilot interviews]. In FFY 05, the Project looks forward to collecting and analyzing preliminary data to assess and report on the impact of FDC and the family development approach on families, workers, and family-serving organizations.

Cornell University-Empowering Families Project serves as credentialor of Family Development, while its Division of Continuing Education awards the NYS FDC and maintains permanent records. [Information in this section was provided by staff at the Empowering Families Project].

FDC in Action — **Grantee Accomplishments**

One grantee described its FDC process: *Family Development Workers do not hand families their goals, but support them in their path to success. A very small success can be the first step toward achieving a major goal. Celebrating all success is another important part of Family Development Worker's job. Families benefit greatly when they see the value in all they do, not just the big things. The individual FDC worker must have consistent contact with a family. It usually takes several meetings for a family to establish a partnership with an FDC Worker. Once trust is established, the work of assessing family strengths and planning the route to achieve goals takes place.*

[Chemung EOP, APR]

Cayuga/Seneca CAA received a CSBG training grant to again facilitate its Family Development Training and Credentialing Program for 24 participants; 23 received the credential. CAA recruited staff from 4 other community agencies: Cayuga Counseling, Hospice of the Finger Lakes, Montessori School, and County Department of Health and Human Services. CAA staff from every department, including Administration, participated in the training, which will increase our ability to achieve results from inception of a program to implementation. FDC-trained workers, coupled with our community partners, are a growing part of an unstoppable force of the transformation of human services delivery spreading the empowerment philosophy in Cayuga-Seneca Counties and throughout the state. Our CAA's ability to provide this relevant, comprehensive, first rate professional development opportunity has helped to lower staff turnover, improve productivity, and ensure provision of the highest quality services to low income families in Cayuga-Seneca Counties. CSBG funds covered costs not supported in the Training Grant. [Cayuga-Seneca APR]

See also, Education, p. 61.

PONSI

DOS maintains a partnership with the Program On Non-Collegiate Sponsored Instruction [PONSI] to sponsor FDC as a credential in partnership with Cornell University. The Credential is recommended to 1,300 colleges and universities as equivalent to 7 college credits. Colleges and Universities accept the recommendation for those FDC graduates who have matriculated at their respective institutions.

In FFY 03, DOS and Cornell University completed a 5-year project review by PONSI and received critical acclaim for program delivery. Minor changes were recommended which were implemented. During FFY 04, *Empowerment Skills for Leaders* [ESL] was sponsored by DOS, successfully reviewed by PONSI at an initial meeting with a follow-up review, and now boasts either 3 undergraduate credits or 3 graduate credits, depending on level of participation. In January 2004, National PONSI approved the 30-hour ESL Series for a recommendation of 2 upper-level semester undergraduate hours.

In April 2004, the FDC course and ESL *Series* were approved for 90 and 30 clock hours respectively, and are now eligible to fulfill continuing educational requirements for Credentialed Alcoholism and Substance Abuse Counselor [CASAC],Credentialed Prevention Professional [CPP], and Credentialed Prevention Specialist [CPS] re-certifications. In June 2004, PONSI reviewed additional instructional components for eligibility to receive a 3-graduate credit recommendation. At that time, PONSI provisionally approved DOS to offer *ESL Graduate Seminar* with a follow up final review in 2005.

Excelsior College Transcript Service

DOS provides, manages and sponsors a transcript service for FDC graduates. Two additional blocks of 500 transcripts were purchased that allow each graduate to be issued a transcript from Excelsior College for the 7 credits as indicated by the PONSI recommendation. DOS staff receive transcript requests, affirm the required documentation and forward requests to Excelsior College. In FFY 04, 506 requests were received and forwarded for transcripts. DOS processed 3,574 transcripts through FFY 04. Continued investment in agency front line workers is critical to the success of the network as well as the investment in *Empowerment Skills for Leaders*. This project, successfully reviewed and sponsored, is now eligible for transcript services under the latest block purchase.

Disaster Relief / Emergency Management

Federal disaster aid was made available to people in 15 counties who sustained damages from severe storms, flooding, and tornadoes that occurred in August and September, 2004. DOS provided information to CSBG grantees in the affected counties [Allegany, Broome, Cattaraugus, Chautauqua, Columbia, Delaware, Monroe, Niagara, Onondaga, Orange, Orleans, Steuben, Sullivan, Ulster, and Warren] to ensure that they were aware of information provided by FEMA regarding Individual Disaster Assistance services available.

One grantee requested, and was awarded, $5,000 in unrestricted CSBG funds set-aside by DOS to be used for disaster relief efforts. Schenectady CAP used the grant to provide rental assistance, moving and storage, and other household expenses for 14 individuals who were displaced from their housing and lost personal property due a fire in the city of Schenectady. SCAP Community Crisis Counselors worked closely with the local chapter of the American Red Cross and LDSS to prioritize needs and to ensure that efforts were not duplicated.

Staff continued to serve on the Human Services Committee of the NYS Disaster Preparedness Commission [DPC]. As a member of its food and water subcommittee, staff participated in the development of the Food and Water Appendix to the Human Service Annex of the State Comprehensive Emergency Management Plan. The appendix is designed to be used as a guide in planning for and responding to disasters as they occur. Expected completion of the final appendix is January 2005. In addition, an emergency contact list for all NYS CSBG grantees is continually updated to ensure availability of a local contact in the event of emergency.

Women in Government Mentoring Program

Staff in the New York City office has continued in the forefront of the Women In Government Mentoring Program [WIGMP]. This is a partnership with the NYC Department of Education and Clara Barton High School, where mentoring is provided to 15 students. The 2003-04 school year began the 2nd year with the young ladies in this cycle, who are high school juniors. One group project asked each student to identify 2 private and 2 government scholarships. A scholarship booklet was prepared from the information collected by each mentee. This project helped mentees to begin to focus on college careers and colleges. College tours were made to St. Johns University, Manhattanville College, Seton Hall University, and Columbia University.

Another highlight was the College Forum. The mentoring class of 2003 returned to visit, providing a good mix of students who left home to attend college and those who chose to live and study at home. Graduates shared their knowledge about college: financial aid, the workload, relationships, and networking through clubs and campus events. Students heard about the various programs that the class of 2003 became involved in that led to full scholarships for college, such as the POSSE Foundation and the Educational Opportunity Program [EOP]. One student was accepted to the INROADS program that will provide a career path internship for the duration of college.

The group also participated in social and recreational activities.

Minority & Women-owned Business Enterprises

NYS Minority and Women-owned Business Enterprises [MWBE] Program is governed by Article 15-A of the 1988 Executive Laws of New York State. The statewide program is administered by the NYS Department of Economic Development, Division of Minority and Women's Business Development to assist development of M/WBEs and promote equal employment opportunities. The Division certifies vendors as minority-owned and/or woman-owned, and publishes the complete listing of these certified vendors in the NYS Directory of Certified Minority and Woman-owned Business Enterprises. The Directory is used by NYS agencies as well as our contractors [CSBG grantees] to access certified vendors and include them in NYS procurement activities.

DOS responsibilities for M/WBE are two-fold. Documents are reviewed to ensure compliance with state law: language describing *Article A of NYS Executive Law -certified M/WBE participation must be part of every contractual agreement where deemed appropriate* – and is found in each contract document, RFP, and MOU. Second, documents are reviewed for opportunities to include certified M/WBE vendors. This year, 20 documents were reviewed. DOS submits an Annual Goal Plan to note program status and participation for the next year. Statistics and other appropriate data are gathered from DOS divisions. One-on one assistance is provided: this year there were about 30 inquiries about the program. Assistance includes information, clarification, written materials including appropriate laws and rules, application for certification, help with the on-line NYS Directory of vendors, and referral to appropriate staff.

Communication with DED representatives is ongoing as needed and pertinent to DOS reporting requirements, reviewing information, correcting data as necessary. Staff attended DED agency meetings and responded to requests of DED agency contacts. DOS reports program status to DED through the DOS Quarterly Utilization Reports.

Committee Memberships

Division for Women: DOS is a member of the Women's Issues Committee. This committee is responsible for bringing to the attention of the Governor issues relevant to women and their families. The committee also developed strategies to engage young women and youth in discussions about statewide issues and to make them aware of employment opportunities.

Division of Housing and Community Renewal [DHCR]: DCS Director is a member of the Weatherization Policy Advisory Council.

Office of Children and Family Services [OCFS]: NYS Healthy Families Home Visiting Council: DCS Director is a member. Home visiting to pregnant and parenting women with limited resources is critical to the health and well being of children. The Council seeks ways to mobilize resources and to educate the public.

The NYS William B Hoyt Memorial Children and Family Trust Fund: DCS Director is a member of the Community-Based Family Resource and Support Program [CBFRSP] Interagency Advisory Committee. The trust fund, for the prevention and treatment of family violence, is administered by NYS OCFS and operates with the advice of a 13-member advisory board. Several meetings were attended this year.

CSBG ACCOMPLISHMENTS

Results-Oriented Management and Accountability [ROMA]

New York State and CSBG grantees complied with PL 105-285, as well as with the results-oriented planning and reporting requirements of the Government Performance and Results Act [GPRA] of 1993.The Office of Community Services of DHHS established the Monitoring & Assessment Task Force [MATF] and developed ROMA to meet the requirements of GPRA. MATF established national goals and outcome measures. [See pp 38-46 for the Goals/Measures, Outcomes for FFY 04.]

The ROMA performance measurement system was added to the CSBG legislation in the re-authorization of 1998. New York State grantees adopted all 6 national goals; each goal covers several national outcome measures, and New York State developed additional measures. DCS staff provided technical assistance to help grantees understand the ROMA accountability system and to collect and report measurable results. As a result, all grantees can document outcomes for one or more national outcome measures. Grantees are also using surveys and scales to document outcomes for families and communities. Grantees have successfully transitioned from reporting performance to reporting measurable outcomes. This has allowed the state to fully comply with the CSBG Act and GPRA.

Data Collection

Information used to compile program information was obtained from individual APRs. All grantees are required to file the APR, a multi-part reporting and data collection instrument which gathers information on grantee programs, including national goals and outcome measures, budgets, client characteristics, narrative information on accomplishments, and anecdotal client-program accounts. Grantees which did not comply are informed in writing.

Grantees also provided information on the use of Scales and Surveys to collect data. Scale and Survey measures are included among the outcome measures developed by MATF.

Explanation of Table 2

Data collected in Section A of the APR is depicted in Table 2 [pp.38-46], the aggregation of that data. Not every agency reported on every measure. Not every measure was selected. For purposes of ROMA implementation, each of the 6 goals represents a final outcome or desired end-result of the services provided and activities conducted. MATF determined that this outcome-oriented approach must begin with the goals clearly stated so that the selection of measures will guide the success of the outcome.

A Milestone is a key accomplishment or threshold point through which project participants must pass if the project is to be considered successful in either long or short term. Baseline group pertains to types of participants/outcomes; these vary, and may include such categories as individual or family participants, funds, housing units, community partners, staffing, and agencies. The Baseline number expected to achieve the milestone originates in the grantee work plan.

Table 2 **Compilation of National Goals and Outcome Measures**

Number of grantees reporting this goal: 54 **(Group 1 - Individuals/Families)**

Goal 1: Low-Income People Become More Self-Sufficient

Measure-code	Milestone (*direct measure* description)	Service-Category	# Grantees Reporting	Baseline Groups	Baseline Number	TOTAL NUMBER Expected to Achieve Milestone	Actually Achieved Milestone	Progressing Toward Milestone	Leaving Program
a	# participants seeking employment who obtain it	1	33	individuals	9,117	4,609	4,131	4,454	532
b	# participants maintaining employment for full 12 months	1	16	individuals	1,863	806	972	619	272
c	# households in which adult members obtain and maintain employment for at least 90 days.	1	27	households	2,986	1,600	1,791	762	433
d	# households with an annual increase in the number of hours of employment	1	7	households	505	234	255	211	39
e	# households gaining health care coverage through employment.	1	9	households	813	231	457	130	226
f	# households experiencing an increase in annual income as a result of earnings	1	24	households	2,841	1,397	2,089	632	120
g	# households ... increase in income as a result of ... tax credits, e.g. earned income, childcare	3	18	households	2,667	2,385	2,527	49	91
h	# custodial households . . . an increase in annual income as a result of regular child support payments	3	4	custodial households	668	214	406	262	0
I	# participating families moving from substandard housing to stable standard housing....	4	27	families	22,820	12,972	12,620	9,801	399
j	# households which obtain and/or maintain home ownership	4	14	households	517	379	319	171	27
k	# minority households that obtain and/or maintain home ownership	4	2	minority households	68	61	49	7	12
l	# people progressing toward literacy and/or GED	2	29	individuals	3,757	2,065	1,444	2,111	202
m	# people making progress toward post-secondary degree or vocational training	2	21	individuals	1,073	872	592	383	98
GRANTEE-DEVELOPED MEASURES									
Employment									
n1	# of youth exposed to work with /improved work ethic/skills	1	25	youth	1,341	1,094	1,077	133	131
n2	# individuals acquiring personal transportation to maintain work	7	20	individuals	4,191	3,545	3,510	278	403
n3	# individuals completing job skills training	1	20	individuals	5,947	2,158	2,319	3,105	523
n4	# individuals who become self-employed after participating in economic development programs	1	6	individuals	106	84	66	25	15

Table 2 **Compilation of National Goals and Outcome Measures**

Number of grantees reporting this goal: 54 **(Group 1 - Individuals/Families)**

Goal 1: Low-Income People Become More Self-Sufficient

Measure-code	Milestone (*direct measure* description)	Service Category	# Grantees Reporting	Baseline Groups	Baseline Number	TOTAL NUMBER Expected to Achieve Milestone	Actually Achieved Milestone	Progressing Toward Milestone	Leaving Program
Employment, continued									
n5	# individuals who complete job readiness training	1	23	individuals	3,155	2,028	1,790	599	766
n6	# individuals who demonstrate increased knowledge of occupational safety ... reducing work-related injury.	1	3	individuals	706	387	700	2	4
n7	# individuals who successfully moved from welfare to work	1	14	individuals	761	682	439	166	156
n8	# adults able to maintain employment and/or participate in education due to day care	1	22	individuals	3,729	2,547	3,187	148	394
Education									
n9	# individuals with improved reading and/or math skills	2	19	individuals	13,234	5,377	6,443	6,235	556
n10	# of individuals completing education and obtaining recognized achievement	2	28	individuals	3,265	2,428	2,247	662	356
n11	# individuals entering college after receiving assistance from grantee	2	9	individuals	166	197	124	42	0
n12	# high school dropouts who return to school or enroll in a GED program	2	15	highschool drop-outs	502	289	255	208	39
n13	# individuals able to overcome language barriers	2	7	individuals	3,853	1,454	857	2,381	615
Income Management									
n14	# individuals demonstrating reduction in household expenses as a result of improved budgeting skills	3	27	individuals	9,346	6,735	7,876	1,250	220

Table 2 **Compilation of National Goals and Outcome Measures**

Number of grantees reporting this goal: 56 **(Group 1 - Individuals/Families)**

Goal 6: Low-income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

Measure-code	Milestone (*direct measure* description)	Service Category	# Grantees Reporting	Baseline Groups	Baseline Number	TOTAL NUMBER Expected to Achieve Milestone	Actually Achieved Milestone	Progressing Toward Milestone	Leaving Program
a	# aged households maintaining an independent living situation	7	24	aged households	11,683	9,651	10,965	380	338
b	# disabled or medically challenged persons maintaining an independent living situation	7	23	disabled individuals	2,742	1,887	2,012	503	227
c	# households in crisis whose emergency needs are ameliorated	5	52	households	116,854	66,485	105,921	6,950	3,983
d	# participating families moving from homeless or transitional housing into stable standard housing	4	28	families	2,344	1,616	1,404	657	283
e	# households increasing donated time to volunteer activities (not mandated by welfare-to-work)	7	19	households	9,187	3,611	8,222	713	252
f	# households increasing children's involvement in extracurricular activities	7	15	households	3,663	2,652	3,485	116	62
g	# households realizing a reduction in energy burden	3	41	households	38,174	28,899	34,455	1,660	2,059
h	# households moving from cultural isolation to involvement with their cultural community	7	15	households	25,231	24,327	12,700	12,314	217
GRANTEE-DEVELOPED MEASURES									
Health Services and other Supportive Services									
i1	# individuals who demonstrate increased knowledge and appropriate care for children	9	28	individuals	10,706	8,031	8,298	2,279	129
i2	# individuals who demonstrate increased knowledge of nutrition and meal preparation	6	24	individuals	17,191	12,965	14,179	2,878	134
i3	#individuals who have improved nutrition as a result of free or subsidized meals	6	34	individuals	106,603	81,212	104,901	782	920
i4	# individuals who have improved nutrition as a result of participation in a WIC program	6	15	individuals	31,668	36,434	28,779	247	2,642
i5	# individuals accessing medical/dental care	9	31	individuals	37,338	32,791	35,967	988	383
i6	# individuals who demonstrate increased knowledge in health-related topics, therefore contributing to healthier lifestyles	9	24	individuals	44,605	28,886	31,314	492	12,799
i7	# individuals participating in parenting programs to become more effective parents	9	24	individuals	6,237	5,289	5,357	744	136
i8	# women accessing prenatal services resulting in babies weighing at least 5 lbs	9	9	women	1,303	1,240	991	234	78
i9	# children ... brought up to date on immunizations	9	22	children	23,426	23,832	22,657		769
i10	Pounds of food distributed on an emergency basis	5	18	lbs. of food		11,815,827	13,320,800		

Table 2 **Compilation of National Goals and Outcome Measures**

Number of grantees reporting this goal: 56 **(Group 1 - Individuals/Families)**

Goal 6: Low-income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

Measure-code	Milestone (*direct measure* description)	Service Area	# Grantees Reporting	Baseline Groups	Baseline Number	TOTAL NUMBER Expected to Achieve Milestone	Actually Achieved Milestone	Progressing Toward Milestone	Leaving Program
Youth									
i11	# youth who demonstrate improved knowledge of pregnancy prevention	10	14	youth	4,540	4,161	4,153	352	35
i12	# children participating in supervised after-school and summer activities	10	23	children	8,771	6,421	8,699		72
i13	# children developmentally ready when entering kindergarten	10	34	children	10,051	7,863	7,848	1,443	760
i14	# runaway teens united with their families	10	4	teens	205	198	151	32	22
i15	# children placed in respite care to ameliorate family crisis situation	10	8	children	219	125	180	37	2
i16	# youth participating in family development-based programs that attain one or more of their personal goals	10	20	youth	6,069	3,216	2,772	3,103	194
i17	# families at risk of foster care placement that avert removal of the children from the home	10	15	families	779	511	492	180	107
Senior Services									
i18	Increase in elderly participation in feeding programs	11	8	seniors			% increase 197%		
i19	# seniors participating in social, educational, health related, etc., activities that improve their quality of life	11	20	seniors	15,260	7,376	9,821	5,276	163
Services Targeted to Other Vulnerable Populations									
i20	# individuals able to access remedies and enforce their rights through legal and criminal justice systems	7	21	individuals	3,020	2,875	2,386	488	146
i21	# families who move from abusive situations to safe, secure and stable environments	9	16	families	3,692	1,503	1,284	2,298	110
i22	# individuals who successfully complete a drug or alcohol treatment program	9	10	individuals	5,606	1,491	1,221	4,153	232
Family Development									
i23	# families receiving services based on the family development model.	8	38	families	18,828	16,299	16,913	1,495	420

As indicated by this chart, all grantees reported operation of programs under this goal; about 93% reported response to families in crisis or emergencies. Two thirds of grantees reported assisting families using the Family Development approach, and over 1/3 reported that youth were participating in Family Development-based programs.

Table 2 **Compilation of National Goals and Outcome Measures**

Number of grantees reporting this goal: 51 **(Group 2 - Communities)**

Goal 2: The Conditions in Which Low-Income People Live Are Improved

Measure-code	Milestone (*direct measure* description)	Service Category	# Grantees Reporting	Groups /Units	Baseline Number	TOTAL NUMBER Expected to Achieve Milestone	Actually Achieved Milestone	Progressing Toward Milestone	Leaving Program
a	# of accessible, living wage jobs created and/or retained	1	10	jobs	585	335	539	46	
b	Increase in assessed value of home as a result of rehabilitation projects	4	7	dollar amount			% of increase 77%		
c	Increase in proportion of state and federal funds allocated for meeting emergency and long-term needs of low-income population	5	5	dollar amount			% of increase 29%		
d	Increase in access to community services and resources by low-income population	7	30	services/ resources			% of increase 50%		
e	Increase in available housing stock through new construction	4	4	new houses			% of increase 52%		
f	Increase in availability/affordability of essential services (*e.g. transportation, medical care, child care)*	7	20	services			% of increase 67%		
GRANTEE-DEVELOPED MEASURES									
Housing									
g1	# new units of quality, affordable housing in development	4	9	housing units		297	320		
g2	# substandard housing units brought up to code	4	20	housing units		904	1,319		
g3	# Section 8 vouchers awarded to the agency/county	4	11	Sec 8 vouchers		6,492	7,431		
g4	# new dollars generated for housing rehabilitation	4	8	dollars		$844,000	$1,012,538		
g5	# new/additional specialized housing units	4	3	housing units		64	77		
g6	# individuals who complete first-time home buyer counseling program and are pre-approved for a mortgage	4	13	individuals	558	475	418	132	8
Services									
g7	# new, affordable day care slots created	8	9	day care slots		1,095	1,264		
g8	# vacant lots revitalized into community gardens, playgrounds, or other community assets	7	6	vacant lots		91	40		
g9	Agency works with law enforcement to improve crime prevention, etc.	7	17	agency			15 yes 2 no		
g10	# communities designated for targeted economic assistance	7	13	communities			10 yes 3 no		
g11	# community members participating in cultural diversity training	7	8	community members		862	877		

Table 2 **Compilation of National Goals and Outcome Measures**

Number of grantees reporting this goal: 33 **(Group 2 - Communities)**

Goal 3: Low-Income People Own a Stake in Their Community

Measure-code	Milestone (*direct measure* description)	Service Category	# Grantees Reporting	Baseline Groups /Units	Baseline Number	TOTAL NUMBER Expected to Achieve Milestone	TOTAL NUMBER Actually Achieved Milestone	TOTAL NUMBER Progressing Toward Milestone	TOTAL NUMBER Leaving Program
a	# households owning or actively participating in the management of their housing	4	9	households	1,126	884	1,126		
b	Amount of community investment brought into the community by the network and targeted to low-income	7	2	dollar amount		$20,030	$20,030		
c	Increase in minority owned businesses	3	2	minority individuals/ groups			% of increase 54 %		
d	Increase in access to capital by minorities	3	2	minority individuals/ groups			% of increase 33 %		
e	Increased level of participation of low-income people in advocacy & intervention re: funding streams ... targeted to low-income....	7	6	individuals			% of increase 109 %		
Grantee-developed Measures									
f1	# new neighborhood block clubs or neighborhood watch groups created	7	3	neighborhood groups		92	99		
f2	# individuals who participate in block clubs or neighborhood watch groups	7	3	individuals		765	3,097		
f3	# individuals who attend community forums, town meetings, etc., as part of a community needs assessment process or dialogue on poverty	7	12	individuals		2,527	2,243		
f4	# individuals who become first-time homebuyers	4	14	individuals		241	331		
f5	# individuals who participate in community projects	7	22	individuals		3,571	5,012		

Table 2 **Compilation of National Goals and Outcome Measures**

Number of grantees reporting this goal: 50 **(Group 3 - Agencies)**

Goal 4: Partnerships among Supporters and Providers of Services to Low-income People Are Achieved

Measure-code	Milestone (*direct measure* description)	Service	# Grantees Reporting	Baseline Groups /Units	Baseline Number	TOTAL NUMBER Expected to Achieve Milestone	Actually Achieved Milestone	Progressing Toward Milestone	Leaving Program
a	# partnerships established and / or maintained with other public & private entities to provide services	7	41	partnerships		1,848	2,114	231	
b	# partnerships established and / or maintained ... to complete continuum of care for low-income	7	25	partnerships		1,136	1,354	91	
c	# partnerships established and / or maintained ... to ensure ethnic, cultural & other special needs are included in service delivery	7	18	partnerships		569	634	59	
GRANTEE-DEVELOPED MEASURES									
d1	# staff from other agencies participating in FDC training	2	19	other agency staff		115	108		
d2	# partners who participated in community forums or focus groups as part of a community needs assessment or grantee strategic planning process	7	16	partners		870	714		
d3	# partners who serve on grantee program advisory councils	7	16	partners		342	513		
d4	# grantee staff who serve on other agency program advisory councils	7	26	staff		247	314		

Table 2 **Compilation of National Goals and Outcome Measures**

Number of Agencies Reporting this Goal: 52 **(Group 3 - Agencies)**

Goal 5: Agencies Increase Their Capacity to Achieve Results

Measure-code	Milestone (*direct measure* description)	Service Category	# Agencies Reporting	Baseline Groups /Units	Baseline Number	TOTAL NUMBER Expected to Achieve Milestone	TOTAL NUMBER Actually Achieved Milestone	TOTAL NUMBER Progressing Toward Milestone	TOTAL NUMBER Leaving Program
a	Total dollars mobilized by agencies	7		dollar amount			$613,480,573		
b	Total dollars mobilized by agencies compared with CSBG dollars	7		ratio			$11.64:$1.00		
c	Board made changes as a result of a periodic organizational assessment		21	agency			17 yes 4 no		
d	# programs which have become more effective as a result of research and data		14	programs		402	298		
e	# programs which have become more effective as a result of needs assessment surveys	7	13	programs		1,957	1,057		
f	# families having their situation improved as a result of comprehensive developmental services	8	10	families	3,660	3,178	3,507	151	2
g	increase in community revitalization as a result of programs	7	6				% of increase 35%		
h	agency increased its # of funding sources and increased the total value of resources available for services to low-income people	7	13	agency			% of increase 16%		
I	Agency leveraged non-CSBG resources with CSBG resources at a ratio greater than 1:1	7	24	agency			22 yes; 2 no		
j	Board composition accurately represents ethnic diversity of service territory		21	agency			21 yes; 1 no		
k	Customers served accurately represents ethnic diversity of service territory		22	agency			22 yes; 0 no		
l	Staffing component accurately represents ethnic diversity of service territory		22	agency			22 yes; 0 no		
m	# development contacts as a result of outreach programs	7	8	development contacts		451	808		
n	# special populations showing improvement as a result of programs aimed at the population	8	9	special populations	1,645	947	1,645		
o	# clients showing improvement as a result of emergency services received	5	12	individuals	5,461	2,945	5,265	196	

Table 2 **Compilation of National Goals and Outcome Measures**

Number of Agencies Reporting this Goal: 52 **(Group 3 - Agencies)**

Goal 5: Agencies Increase Their Capacity to Achieve Results

Measure-code	Milestone (*direct measure* description)	Service Category	# Agencies Reporting	Baseline Groups /Units	Baseline Number	TOTAL NUMBER Expected to Achieve Milestone	TOTAL NUMBER Actually Achieved Milestone	TOTAL NUMBER Progressing Toward Milestone	TOTAL NUMBER Leaving Program
GRANTEE-DEVELOPED MEASURES									
p1	Improved visibility of agency due to increased marketing	7	35	agency			34 yes; 1 no		
p2	improved service delivery as a result of increased coordination and integration of programs within the agency	7	32	agency			31 yes; 1 no		
p3	improved service delivery as a result of improvements in areas of technology	7	26	agency			24 yes; 2 no		
p4	Improved service delivery as a result of improvements to agency buildings and/or grounds		22	agency			21 yes; 1 no		
p5	Improved data collection and reporting activities due to centralized or networked computer systems		25	agency			23 yes; 2 no		
p6	# staff participating in staff development activities or skills training to improve work performance		34	staff	3,926	4,025	3,926		
p7	# staff who earned the FDC		27	staff	423	338	302	76	45
p8	# board members actively participating in program development and evaluation activities		22	board members	310	253	294	8	8
p9	# new funding sources obtained	7	17	funding sources		68	78		
p10	agency-wide training, retreats, etc., being provided		36	agency			33 yes; 3 no		

Over 60% of grantees reported improved service delivery [5.p2] as a result of increased coordination within the agency.

As noted in item 5.p3, about 50% of grantees reported improvement in service delivery as a result of technological improvement [See pp. 100-101 for narrative information relating to technology].

Over 50% of grantees reported that members of their staff earned a Family Development Credential.

Narratives submitted by grantees support this statistical information.

Scale and Survey Measures used by Grantees

In addition to the measures contained in Table 2, each national goal also comprises survey and scaling measures relevant to the nature of each goal. Some grantees provided a description of their surveys and scaling tools; others provided outcomes of surveys or scales.

Survey Measures Reported

Fulmont CAA : survey measure 6j; their survey requested feedback on the agency as a whole. Sample questions: Do you consider that you have been able to better meet your needs due to the emergency assistance you received from this agency? How? Are there any needs that you still have that we have not addressed or met?

CEO Rensselaer provided responses in four survey areas:

Survey measures 1o and 1p. They surveyed recent clients of their Employment Services Program and asked: Have you obtained employment? Has your income increased since you have been employed? Do you consider yourself more self-sufficient since participating in the Employment Services Program?

Survey measure 2h. They surveyed the parents of children enrolled in Head Start/Early Head Start programs and asked: Are you satisfied with the program? Are the teacher's suggestions useful to you at home? Are the monthly parent meetings useful to you? Do you feel that the conditions in which you live have been improved because of the program?

Survey measures 4e and 4f. They surveyed partners and asked: How do you rate our service quality, our responsiveness to local needs, and our reputation in the community? Is your agency satisfied with our relationship?

Survey measure 6j. They surveyed Step Ahead and Teenage Opportunity Program clients and to track success of Family Development workers. They asked: Please indicate how effective your Family Development Worker has assisted you using a scale of "Not at all effectively," "Somewhat Effectively," or "Very Effectively." "Since participating in the program, has your family functioning improved"?

SCAP responded to survey measure 1o; clients from 4 programs were surveyed regarding services received. Although each program used a different survey, the following question was on all four: Do you consider yourself more self-sufficient since you have received services from SCAP?

Scale Measures Reported

Cattaraugus CAA: scale measure 6l. They prepared a matrix containing *problem/need areas* categorized by service area. The chart listed the outcomes achieved for each, and tracked information on all of the programs operated by Cattaraugus CAA. It indicated, for each outcome measure, number of clients achieving *major*, *moderate*, *some* or *no* outcome,

Opportunities for Otsego: Scale measures 6k, 6l, 6m. Two different matrices were used to track success of emergency services program[s] participants. Matrices included ratings of *In Crisis* to *Thriving*. The charts clearly state definitions/indicators of each step in the matrices.

CEO Rensselaer: [2 areas]: Scale measure 1q. They used a matrix to track success of participants in the Teenage Opportunity and Step Ahead Programs. The matrix included ratings of *In Crisis* to *Thriving* and separated into the following areas: Income, Education, Health Care, Housing, Child Care, and Parenting.

Scale measures 4i, 4j, 4k: They listed the number of informal contracts, the number of formal contracts, and the number of general partnerships.

National Performance Indicators

Effective October 1, 2004 all states and eligible entities were required to report on the National Indicators. The first step in the process was completion of the Preliminary Agency Check List to match community action activities with the 12 national performance indicators. The second step [FFY 05] will be to report on outcomes under the appropriate national indicator. The new forms were issued in September 2004 and states were required to complete as much as possible for FFY 04 Report, due on March 31, 2005.

A work group, comprised of representatives of grantees and DOS, was established to assist with implementation of this additional reporting requirement. At the national level meeting and training sessions were conducted to assist states with implementation. The first mandatory report will be submitted on March 31, 2006. The FFY 2005 APR will include a report on the national performance indicators. A significant amount of training and computer retooling will be necessary to comply with the mandatory reporting.

Outcome of Efforts for: FFY 2004

National Indicators of Community Action Performance

New York State

Number of Eligible Entities: 52
Number Reporting: 51
Date: November, 2004

Table 3: National Performance Indicators

Goal 1: Low-income People Become More Self-sufficient				
National Performance Indicator 1.1 **EMPLOYMENT** The number and percentage of low-income participants in community action employment initiatives who get a job or become self-employed as measured by one or more of the following:	**Number of Participants Enrolled in Programs [s] [#]**	**Number of Participants Expected to Achieve Outcome in Reporting Period [Target] [#]**	**Number of Participants Achieving Outcome in Reporting Period [#]**	**Percentage Achieving Outcome in Reporting Period [%]**
A. Unemployed and obtained a job	7,798	5,205	3,235	62%
B. Employed and obtained an increase in employment income	3,067	1,811	1,752	96.7%
C. Achieved 'living wage' employment and benefits	1,961	534	964	180.5%

Table 3: National Performance Indicators

GOAL 1: Low-Income People Become More Self-sufficient		
National Performance Indicator 1.2 **Employment Supports** The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community action as measured by one or more of the following:	**Number of Participants Enrolled in Program [s] [#]**	**Number of Participants Achieving Outcome in Reporting Period [#]**
A. Obtained pre-employment skills/competencies required for employment and received training program certificate or diploma	6,932	5,267
B. Completed ABE/GED and received certificate or diploma	5,767	1,320
C. Completed post-secondary education program and obtained certificate or diploma	1,463	1,022
D. Enrolled children in “before” or “after” school programs, in order to acquire or maintain employment	2,210	1,806
E. Obtained care for child or other dependent in order to acquire or maintain employment	4,492	2,704
F. Obtained access to reliable transportation and/or driver’s licence in order to acquire or maintain employment	1,953	1,257
G. Obtained health care services for themselves or a family member in support of employment stability	2,847	1,777
H. Obtained safe and affordable housing in support of employment stability	10,968	3,690
I. Obtained food assistance in support of employment stability	3,288	3,171

Table 3: National Performance Indicators

Goal 1: Low-income People Become More Self-Sufficient						
National Performance Indicator 1.3 **Economic Asset Enhancement and Utilization** The number and percentage of low-income households that achieve an increase in financial assets and /or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome, as measured by one or more of the following:		**Number of Participants Enrolled in Program [s] [#]**	**Number of Participants Expected to Achieve Outcome in Reporting Period [Target] [#]**	**Number of Participants Achieving Outcome in Reporting Period [#]**	**Aggregated Dollar Amounts [Payments, Credits, or Savings] [$]**	**Percentage Achieving Outcome in Reporting Period [%]**
Enhancement	1.Number and percent of participants in tax preparation programs who identify any type of Federal or State tax credit and the aggregated dollar amount of credits	3,864	2,998	3,298	$3,273,462	110%
	2. Number and percentage obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments	658	217	395	$7,280	182%
	3. Number and percentage enrolled in telephone lifeline and /or energy discounts with the assistance of the agency and the expected aggregated dollar amount of savings.	9,744	4,915	7,388	$1,807,690	150%
Utilization	1. Number and percent demonstrating ability to complete and maintain a budget for over 90 days	3,352	1,813	2,101	$898,254	115.8%
	2. Number and percent opening an Individual Development Account [IDA] or other savings account and increased savings, and the aggregated amount of savings	1,395	468	498	$272,148	106.4%
	3. Of participants in a community action asset development program [IDA] and others:					
	a. Number and percent capitalizing a small business due to accumulated savings	a 25	20	2	$11,000	10%
	b. Number and percent pursuing post-secondary education due to savings	b 1	130	127	$1,740	92.7%
	c. Number and percent purchasing a home due to accumulated savings	c 39	53	44	$7,347	83%

Table 3: National Performance Indicators

Goal 2: The Conditions in which Low-Income People Live are Improved		
National Performance Indicator 2.1 **Community Improvement and Revitalization** Increase in, or preservation of opportunities and community resources or services for low-income people in the community as a result of community action projects / initiatives or advocacy with other public and private agencies, as measured by one or more of the following:	**Number of Project Initiatives [#]**	**Number of Opportunities and/or Community Resources Preserved or Increased [#]**
A. Accessible "living wage" jobs created or retained in the community	423	457
B. Safe and affordable housing units created in the community	167	836
C. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by community action activity or advocacy	2,057	5,472
D. Accessible and affordable health care services /facilities for low-income people created or maintained	15	4,012
E. Accessible safe and affordable childcare or child development placement opportunities for low-income families created or maintained	1,220	3,350
F. Accessible "before" school and "after" school program replacement opportunities for low-income families created or maintained	945	2,035
G. Accessible new, preserved, or expanded transportation resources available to low-income people, including public or private transportation	91	778
H. Accessible preserved or increased educational and training placement opportunities for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post-secondary education	340	5,430
National Performance Indicator 2.2 **Community Quality of Life and Assets** The quality of life and assets in low-income neighborhoods are improved by community action initiative or advocacy, as measured by one or more of the following:	**Number of Program Initiatives or Advocacy Efforts [#]**	**Number of Community Assets, Services, or Facilities Preserved or Increased [#]**
A. Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets	2	3
B. Increase in the availability or preservation of community facilities	124	3,174
C. Increase in the availability or preservation of community services to improve public health and safety	17	330
D. Increase in the availability or preservation of commercial services within low-income neighborhoods	6	305
E. Increase or preservation of neighborhood quality of life resources	24	42

Table 3: National Performance Indicators

Goal 3: Low-income People Own a Stake in Their Community	
National Performance Indicator 3.1 **Civic Investment** The number of volunteer hours donated to Community Action	**Total Number of Volunteer Hours [#]**
Total number of hours volunteered to community action*	1,914,531

*Number is found in Part I: Section F, Subsection IV[g] of the CSBG/IS Survey.

National Performance Indicator 3.2 **Community Empowerment Through Maximum Feasible Participation** The number of low-income people mobilized as a direct result of community action initiative to engage in activities that support and promote their own well-being and that of their community as measured by one or more of the following:	**Number of Low-income People [#]**
A. Number of low-income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy-setting through community action efforts	13,889
B. Number of low-income people acquiring businesses in their community as a result of community action assistance	162
C. Number of low-income people purchasing their own homes in the community as a result of community action assistance	429
D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action	6,664

GOAL 4: Partnerships among Supporters and Providers of Services to Low-income People Are Achieved	
National Performance Indicator 4.1 **Expanding Opportunities Through Community-Wide Partnerships** The number of organizations, both public and private, community action works with to expand resources and opportunities in order to achieve family and community outcomes.	**Number of Organizational Partnerships [#]**
Number of organizations community action agencies work with to promote family and community outcomes	33,560

Table 3: National Performance Indicators

Goal 5: Agencies Increase Their Capacity to Achieve Results		
National Performance Indicator 5.1 **Broadening the Resource Base** The number of dollars mobilized by community action, including amounts and percentages from:*	**Dollars Mobilized [$]***	**Percentage of Total [%]**
A. Community Services Block Grant [CSBG]	$52,715,001**	7.8%
B. Non-CSBG Federal Programs	$316,990,968**	47%
C. State Programs	$63,320,400*	9.4%
D. Local Public Funding	$156,551,600**	23.3%
E. Private Sources [including foundations and individual contributors, goods and services donated]	$76,617,546**	11.4%
F. Value of Volunteer Time	$7,550,765**	1.1%
TOTAL	$673,746,339**	100%

*Totals found in Part I: Section F, Subsection I-IV of the CSBG/IS Survey

** Indicates amended amounts

Table 3: National Performance Indicators

Goal 6: Low-income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Environments				
National Performance Indicator 6.1 **Independent Living** The number of vulnerable individuals receiving services from community action that maintain an independent living situation as a result of those services:			**Number of Vulnerable Individuals Living Independently [#]**	
A. Senior Citizens			89,252	
B. Individuals with Disabilities			8,466	
National Performance Indicator 6.2 **Emergency Assistance** The number of low-income individuals or families served by community action that sought emergency assistance and the percentage of those households for which assistance was provided, including such services as:	**Unit of Measurement**	**Number Seeking Assistance [#]**	**Number Receiving Assistance [#]**	**Percentage Achieving Outcome in Reporting Period [%]**
A. Food – Indicate your state's unit measurement such as bags, packages, cartons, families, individuals, etc.	Individuals	1,013,207	999,766	98.67%
B. Emergency Vendor Payments, including Fuel/Energy Bills	Households	92,698	35,192	37.96%
C. Temporary Shelter	Households	14,739	4,746	32.2%
D. Emergency Medical Care	Households	814	619	76%
E. Protection from Violence	Households	5,391	4,783	88.72%
F. Legal Assistance	Households	8,286	4,066	49%
G. Transportation	Households	4,203	4,671	111.13%
H. Disaster Relief	Households	1,217	1,146	94.16%

Table 3: National Performance Indicators

Goal 6: Low-income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Environments						
National Performance Indicator 6.3 **Child and Family Development** The number and percentage of all infants, children, youth, parents and other adults participating in developmental or enrichment programs that achieve program goals, as measured by one or more of the following:			**Number of Participants Enrolled in Program [s] [#]**	**Number of Participants Expected to Achieve Outcome in Reporting Period** [Target][#]	**Number of Participants Achieving Outcome in Reporting Period [#]**	**Percentage Achieving Outcome in Reporting Period [%]**
Infants & Children	1. Infants and Children obtain age-appropriate immunizations, medical and dental care	1	19,944	19,516	18,196	93%
	2. Infant and child health and physical development are improved as a result of adequate nutrition	2	36,914	32,812	29,526	89.9%
	3. Children participate in pre-school activities to develop school readiness skills	3	10,412	9,505	9,491	99.8%
	4. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st grade	4	14,693	11,732	11,752	100.17%
Youth	1.Youth improve physical health and development	1	34,613	33,713	34,714	101.36%
	2. Youth improve social/emotional development	2	13,433	7,896	5,569	70.5%
	3. Youth avoid risk-taking behavior for a defined period of time	3	2,788	1,341	1,595	118.9%
	4. Youth have reduced involvement with criminal justice system	4	1,270	656	788	120%
	5. Youth increase academic, athletic, or social skills for school success by participating in before or after school programs	5	13,048	6,417	8,866	138.16%
Adults	1.Parents and other adults learn and exhibit improved parenting skills	1	14,375	10,996	9,032	82.1%
	2.Parents and other adults learn and exhibit improved family functioning skills	2	32,954	30,072	31,492	104.72%

Range of Services And Activities

§ 676A (a)(1)(A)-(C

Narrative Information and Program Assurances

Program assurances are specified in of *§ 676A (a)(1)(A)-(C)* of the CSBG Act. Information on the following pages corresponds to narrative submissions in program and agency accomplishments, innovations, mobilization and linkages, and youth and senior programs, as applied to the program assurance-service categories. Because this information was adapted from narrative sources, it was not possible to quantify reporting of programs in specific categories, nor should any statistical significance be drawn from any enumeration cited. Any numbers cited are examples, since numbers are not tracked, nor is numerical information requested as part of the Narratives.

Grantee reports in individual APRs on key programs, services, and activities described their efforts in service categories which correspond to the legislation as well as to categories requested by NASCSP for use in CSBG Information Survey [CSBG-IS]. NASCSP specifically requested narrative information on *mobilization and linkages*, as well as information on Youth and Senior programs. The information fleshes out and substantiates the data and statistical information provided in Sections A and B of the APR.

What follows is basically a summary of grantee narrative selections, grouped by service category, and by like-subtopics within categories, and beyond the parameters of what was requested in the APR. Grantee reports were matched with the appropriate service category in addition to reporting these activities in the categories for which they were requested. As a result, we have expanded the number of narratives that are included in this Annual Report. We have selected examples of program and agency accomplishment, innovation, where appropriate, to include as examples of how grantees effectively carried out and delivered services to their communities. For some categories, personal narratives are included to amplify categorical results. Grantees described their responses to expansion of their capacity to achieve results in great detail.

Since CSBG grantees employ collaborative strategies to help customers achieve successful outcomes, it can be inferred that program, service, and activity combined, are used to meet customer need. Some programs operated fall within more than one category, and are described that way: for example, many employment programs have an educational component; many housing programs address self-sufficiency issues. Some services and activities – advocacy, organizing, information and referral – also cut across categorical lines.

A compilation of all narratives submitted by grantees is published separately.

Appendix B lists all of the programs operated by grantees - by funding source.

Employment — Category 1

Employment strategies include job placement, training, coaching; often, educational opportunities led to employment, either better-paying or permanent. A significant number of employment programs were geared toward youth. [See pp. 85-88, Youth]

Dutchess Community Action Program	Employment Supports

Dutchess CAA [DCCAP] is a member agency of the Dutchess Works One-Stop Center consortium. At this table, DCCAP provides information on services and programming that will assist individuals and families in meeting their basic needs as they transition between jobs or accept entry level positions. The Poughkeepsie One-Stop Center also offers résumé writing workshops and counseling in soft skills, such as appropriate work ethics. The One-Stop resource room provides access to computers where individuals can log on to the NYS DOL site. DCCAP maintains a One Stop computer available for review of DOL listings at our Dover, Red Hook and Beacon sites. The One-Stop recently implemented a swipe card system which allows tracking of participant demographics and the number of times they use the One Stop Center. In an effort to reach out to residents of rural Dutchess County, DCCAP collaborated with the One-Stop Center by providing space at its Dover site. Once a week, the One-Stop employment counselor is available at the Dover site to assist families there. It is also an opportunity for DCCAP caseworkers to inform individuals and families of programs and services available to remediate impending needs as they transition, such as fuel and food co-ops or health insurance.

Poughkeepsie

The transition to self-sufficiency often involves more than employment.

LF is a young woman who became involved with a local gang and who unknowingly became embroiled in a situation: after a killing between two rival gangs, several gang members went to her house. LF was charged with a felony and placed on probation. A requirement of LF's probation was to seek employment, and she actively interviewed for work. After a year of getting "cold shouldered", when she was honest about the unfortunate incident, LF came to CAP seeking assistance. A CAP Family Development specialist worked with LF to set goals and develop strategies to achieve them. LF developed better interviewing skills, rebuilt her self-esteem, and once again began interviewing. CAP contacted an employment opportunity and advocated on her behalf. CAP helped LF identify her strengths, including her efforts to overcome her past. LF was interviewed, and hired. She has been employed for 6 months and is considered an exemplary employee, having exceeded all the employer's expectations. Through Family Development, LF recognized her own potential and built on that to reach her goals.

Grantees also created employment-training programs, such as Employment Solutions Plus, at ABC-Monroe. It strives to fill a niche in post-employment services, job retention, referrals to assistance programs, furnishing educational needs, and providing economic literacy training. The program is partially funded by CSBG.

Grantees often help to develop business opportunities, assist individuals in starting businesses, or in the case of Rural Opportunities, as reported on p. 106, start a major process to develop an entire business/commerce sector, particularly in rural parts of the state, where such opportunities are not always available. Several other grantees noted involvement with business development; for example, Allegany, in working with the Statewide Emergency Network for Social and Economic Security [SENSES], reported that this participation increased availability of resources necessary to its microenterprise development program and its *affiliate community development financial institution, which directly impacts the low-income population*.

Otsego CAA created an opportunity that combined need with available resources.

Opportunities for Otsego [OFO]	Employment Project

The City of Oneonta had been without an operator for the Neahwah Park snack bar for several years. Considerable demand existed: over 1,000 local children played soccer and football in the park each weekend. OFO offered to operate the snack bar for the City. Two college students, [business majors] participating in internships were assigned responsibility for its management. The snack bar has become a business success; all proceeds support the OFO-operated Food Bank. The college students are obtaining valuable business experience and the local community is receiving a needed service. Administrative support and supervision of this venture would not have been possible without CSBG funding.

Oneonta

CAAs often provide the followup necessary to ensure that customers who obtain work maintain that employment. Many grantees hired [former] customers.

Recently, a position opened in our business office. Many applications arrived; one in particular was a stand out. A single mom with 2 daughters, disabled from a vehicle accident, was trying to find a way off public assistance. Ms. A learned about us through Head Start, where her daughters were enrolled. She also received food through the local food pantry. Due to her disabilities, Ms. A was initially unsure if she could work full-time. Having worked to keep the books for her father's business, we felt she had the experience necessary for the job and were willing to be flexible. We hired Ms. A, who now works full-time and has since been promoted, allowing her to become self-sufficient, proud that she can now support her family.

Comprehensive strategies help customers as well as businesses, and raise community standard of living.

Newburgh Community Action Committee [NCAC]	Wage Subsidy Program

NCAC successfully partnered with area employers to provide livable wage employment opportunities to community residents [and]welfare-to-work population, through its Wage Subsidy Program. Using NYS DOL funding along with CSBG dollars, the program linked resources and created partnerships to coordinate services and solutions that address lack of community employment opportunities. Through wage reimbursements, employers provided on-the-job training and employment experience for a population without experience, with many barriers and/or low skill levels, and who often did not have these opportunities. Through the Wage Subsidy Program, a strength-based intake process includes an individual service plan, TANF 200% certification, and employment plan. Once completed, the customer is enrolled in NCAC workshop *Tackling the Tough Skills* ... Individual supportive services are implemented, removing barriers that may hinder employment retention, such as child care and transportation. Upon successful completion of the workshop series, each customer is matched with an appropriate Wage Subsidy employer, contingent upon career objective. NCAC continues to provide supportive services through employer visits and periodic follow up . . . Services assist employers through intervention, creating a stronger workforce, empowering employees, and strengthening the community. Employers provide appropriate employment opportunities and make good-faith efforts to retain each Wage Subsidy employee. The partnerships and collaborations resulted in creation of 39 employment opportunities that have, and continue to provide livable wages, on-the-job training and/or upward mobility potential. Over 50% of employees placed successfully retained employment for a minimum of 6 months. This partnership brought over $67,000 into the community through employer reimbursement and tax incentives and has had a positive impact on the community, strengthening employer and employee.

Newburgh

Education — Category 2

Many education programs focus on the youngest learners, to hopefully instill a love of learning, and encourage educational attainment that will carry through their lives. In Essex County, *a 21st Century Community Learning Center grant for 2 schools . . . will provide services to encourage and support students in meeting and exceeding school academic performance measures, increase communication, self-esteem and personal responsibility.* CAAs also deal directly with school districts to supplement local educational services.

Community Action Organization of Erie County [CAO]	After-school Program

CAO Supplemental Educational Services Program was developed to respond to the widespread underachievement of children in the Buffalo Public School System. The program provides after-school instruction in a community-based setting focused entirely on building verbal acuity, reading comprehension, reading analysis and substance application skills. The program is collaboration between NYSED – implementing No Child Left Behind – and the Buffalo Board of Education, CAO, and various sites at which we provide the program, including: a Community Center, a Church, a Mosque, and CAO Headquarters, which donate the space between 3:00-6:00 PM. The Board of Education certifies student eligibility and registers students. Currently NYSED reimburses CAO $1,689 per student who completes the 20-week module of instruction. NYSED provided $37,000 during FY04, and we are on pace for nearly $280,000 in funding for FY05. CSBG funds a Ph.D Educational Consultant, a Program Coordinator and CAO share of the cost for 12 AmeriCorps workers who provide instruction [about $120,000 in total]. CSBG also funds the NURTURE Academy staff who provide additional after-school socialization, youth development and group recreational services for participants who elect to participate in that program. CSBG provided the initial start-up funds to purchase two licenses for the *Read 180* Program, and 15 licenses for an Academic Software program, totaling $45,000 ... Reading level growth has averaged nearly 1.3 grades per child . . . We have also observed a sharp increase in grade average and a sharp decline in absenteeism as children gain greater self-confidence. Qualitatively, parents report significant gains in student attitudes and deportment both in school and at home. The parents attribute these behavior changes to the child's increased sense of capability and subsequent focus on school work. We will expand grade levels in FY05. [Excerpt]

Buffalo

Grantees supported such programs as: after-school services, computer training, cultural education and recreation, and employment-training. After-school programming also helps to promote educational attainment while ensuring the security of children when their parents are unable to be there. Three grantees noted involvement with Literacy Volunteers.

Mr. M was referred to CAA Literacy Volunteers by his employer, to help with his basic reading and writing so that he could retain his job. Assessed at a 1st- grade equivalent reading level, he worked with his tutor to improve the basics: phonics, vocabulary, fluency and writing skills. As his skills improved and his tutor moved away, Mr. M decided to volunteer to take a leadership role by becoming involved in the Advisory Group to express gratitude for the help he received. As a member of the Public Relations Committee of the Advisory Group, he volunteers to speak in the community about the benefits of the program and finds ways to promote the program to other potential adult learners.

Many CAAs operate Head Start, the preschool educational program, Head Start expansion, and Even Start, which continues where Head Start leaves off in both educational attainment, and community involvement.

A mother and daughter came to the CAA-sponsored Even Start program to receive help with citizenship for Mom and education for her daughter. The 16-year old girl had only completed the 5th grade in her home country and there were many cultural restraints that initially prevented the family from enrolling her in the local school. The daughter's English was at the lowest beginner level and her math skills were at 3rd grade level. With collaborative help from both the school district and CAA, both mother and daughter received tutoring help. Transportation and educational materials were provided. The daughter is now enrolled in high school and has made the high honor roll. She continues to receive tutoring from CAA-Even Start. She now has a long-term goal of attending college and becoming a Physician's Assistant. Even Start is supported in part by CSBG funds.

Educational programs enter the realm of recreation as well as intergenerational mentoring and training programs for children and youth as well as adults. Several grantees reported operation of Big Brothers/Sisters/Buddies programs, where youth mentor with adults for learning and recreation. These programs were reported by Delaware, Otsego, and Dutchess. Five counties reported operation, or support, of summer camps. One camp provided nutrition education as well. Yonkers' summer camp program planted and cultivated a community garden.

Much training goes hand in hand with employment/skills training, recognizing that a lack of education, or an incomplete education, can hamper personal and familial progress toward self-sufficiency. CAAs use their considerable networking and outreach skills to contact and communicate with distinctive populations in their communities. According to the US Census, over 20% of New Yorkers are foreign born – immigrants and refugees – and 28% speak a language other than English in their homes. This is a fertile area for need, and not only for language and translation services; grantees are meeting these needs with innovative educational programs.

Mohawk Valley CAA [Oneida - Herkimer] **Parenting Education for Refugees**

The 21st Century Exploring Parenting Curriculum operates at the Refugee Center. Many refugees who lack English language skills also have parenting issues, often due to cultural differences in what is acceptable parenting behavior [e.g. corporal punishment]. The 21st Century Exploring Parenting program is designed as a select series, often in 2-hour sessions presented to a group of parents. The 10 program sessions address a variety of issues and concerns commonly faced by primary caregivers, including involvement in the child's 'world', communications, dealing with feelings, development, discipline, stress, and safety. Each class held 15 people, with the 1st class made up of Bosnian & Russian refugees; the 2nd Somalians & Liberians; and the 3rd, Vietnamese & Burmese. Partners provided translation services. CAA provides facilitators/ co-facilitators to implement training, and class supplies. The Refugee Center provides translation of written materials (curriculum and notices), interpreters in class, referrals to the class, classroom space, meeting notices and refreshments. Impact and Results: Reduction in the number of refugee families whose children were removed and placed in Foster Care; families feel more comfortable in their new land; and family functioning is improved, creating healthier and happier children. CSBG funds assisted with planning, coordinating services, and staff support. Fifteen families were served to date.

Utica-Rome

Grantee Staff Training and Development

Provision of quality services to communities would be impaired without well-trained staff. For the last decade, the Family Development model has been gradually adapted for use by nearly all NYS CSBG grantees. Family Development workers across the state have benefitted, ultimately sharing their knowledge with those who seek their help. Grantees in Cayuga, Saratoga, and Yonkers reported offering the FDC course to their staff and other local agencies. This year, grantees began greater participation in *Empowerment Skills for Leaders*, and as Jefferson CAA reported, it will provide *a leadership role with accountability for outcomes*. See also FDC, p.32-3

During FFY 04 grantees engaged in a variety of staff training which improved their operation, and as a result, service to communities. ACCORD, in Allegany County ... *worked with potential child care providers by offering technical assistance ... and providing the required 15 hours of training necessary to become registered. This resulted in creation of 809 additional child care slots. Existing child care providers participated in advanced training, including child development, medication administration, and age appropriate activities, which ensured 1,136 child care slots.*

Orleans CAA, using CSBG funds, coordinated the formation of partnerships with its Head Start program for 10 Head Start and 5 other childcare providers to complete a 3-credit college course which addressed problems faced by children in their care, and also included mentoring workshops and coaching. Jefferson CAA also furnished training to childcare providers. In Chenango County, staff were trained in the Financially Fit Families [see page 62]. A management development program at Fulmont consisted of training which improved supervisory skills, management techniques, and included leadership, insurance information, and interpersonal skills.

In Livingston County, the delegate agency, Literacy Volunteers of America, *was awarded accredited status by a national organization; 4 years ago, LVA demonstrated that it met the standards of affiliation in round one of accreditation. This round required adherence to, and demonstration of policies and procedures ... This process required staff time which was funded by CSBG. The accreditation provided this literacy program with a comprehensive process for: conducting an organizational self-assessment; developing program improvement plans; and demonstrating that this organization meets the highest standards of governance, program management, program operations and volunteer development.*

In Onondaga, PEACE implemented a training program to educate staff on the fundamentals of grantsmanship. An internal RFP process resulted. Grantee staff collaborated on the use of a block of CSBG funds which included programming for youth and seniors.

Income Management — Category 3

Living within the confines of a limited income imposed by unemployment, disability, or other condition of poverty is generally difficult and stressful. Economic assistance to low-income people takes different paths: one way provides support and benefits for sustenance; another provides education and other skills to help people deal with current circumstances.

This year, several grantees reported use of strategies which assisted customers to make better use of their available income, provided financial education, to learn about banking and savings, and undertake the home purchase process.

Opportunities for Chenango — Financial Fitness

Over 35% of customers, staff and randomly selected community members, responded that they had difficulty with budgeting, managing credit card debt, saving for home, education, or a car, or all of the above. Many families use early tax refunds, rent to own, and other predatory schemes in efforts to make ends meet. . . . An OFC-CSBG funded Family Development Advocate received his credential in Financial Fitness, provided and funded through the Neighborhood Reinvestment Training Institute. He is providing training for a new cross discipline program called Financially Fit Families that will ensure that all Family Development Advocates are trained in at least basic budgeting and credit managing to work with their families [and in their own lives] on becoming financially savvy and fit. A cross discipline Financially Fit Families includes team members from Housing, Keys to Success [car loan program] and Head Start. This team will ensure that customers and the community have the opportunity to access group as well as individual training in a variety of financial topics as well as preparation for home ownership. The first staff training was completed; Head Start home visitors found their families eager and open to the information on budgeting, credit management and predatory schemes. The CSBG funded staff trained by NRTI became a member of the First Time Home Buyers Education Team. Staff members from two banks are participating in the First Time Home Buyer Education Program, providing training on managing a bank account, saving and savings clubs. [excerpt]

Norwich

Even when employment is obtained, sometimes a newly-employed worker has no transportation to this job, and sometimes the lack of a vehicle, inability to repair an older vehicle, or lack of funds to insure vehicles, are obstacles to continued employment – and self-sufficiency. CAAs intervened, using auto-loan programs – at least 7 grantees noted these in either personal narratives, or in their community/agency accomplishments.

Ms. T, her 3 children, and her partner moved to our area; soon after, her car broke down. Our winters are very cold and she lived a distance from her work site, her partner a distance from his. They came to CAA Wheels to Work program for help. When she first came in, Ms T had problems with self-esteem and feelings of inadequacy; her children had difficulty adjusting to their new school. She was assigned a Family Development worker with whom the family met twice each month and participated in program activities. She received her car. She applied for a new and higher paying full-time job in a city 30 miles from here; her children adjusted and are thriving in their new school. The couple has since gotten married. Ms. T told us that Family Development counseling and Wheels to Work gave her the courage to move forward.

The route toward self-sufficiency is neither straight nor simple; moving from dependency to self-sufficiency is a process. Many grantee customers are unemployed, or mired in low-wage jobs, and need to learn how to survive under those conditions. While seeking better employment, or training for same, learning to live within a budget, how to pay bills, deal with indebtedness and its attendant problems, were, and are, a focus of grantee assistance. Receiving tax credits and obtaining tax assistance is essential for many low-income New Yorkers, particularly the elderly. CAAs in 5 communities reported operation of either the VITA tax program or other tax counseling/preparation services.

Lewis County Opportunities — Tax Counseling

In 2003-04, Opportunities accommodated the Internal Revenue Service-Volunteer Income Tax Assistance [VITA] Program by making available office space, internet access and other supplies, provided through CSBG support. Through VITA, IRS-trained volunteers met by appointment with local residents who needed assistance in completing their 2003 tax returns. Assistance was provided at no cost to participants. Although no income guidelines were required for eligibility, nearly half of the participants were at or below the 150% poverty level. As significant, nearly 50% of those who participated were aged 55 or over. Many of these seniors never accessed services from Opportunities before, and were surprised to learn of the wide array of our services. Contact not only resulted in the income tax return program, but also with other services, such as Weatherization. In all, 108 individuals in 102 households received tax return assistance through the VITA Program.

Lowville

This free tax assistance program along with several other strategies, was used to support customers when their need fell short of existing resources. Many times, one action on the part of a CAA makes the difference. Several grantees for example, reported providing school supplies to families who may have had to choose between paying a utility bill, or making sure that their children had adequate supplies to begin a new school year. Provision of these supplies not only assisted children in continuing their education, but also helped families to satisfy essentials. Similarly, food or other coop programs helped families to stretch budgets, making better use of their income.

Dutchess Community Action Program — Food Coop

DCCAP expanded its Extra Helping Food Cooperative to provide delivery to City of Poughkeepsie residents through our Mid Dutchess Family & Community Development Center. Through this program, individuals and families can purchase a “grocery bag” of food, retail value $45 – for $14. The monthly delivery is sponsored by Regional Food Bank. The menu is well balanced and changes monthly. DCCAP is pursuing funding opportunities to extend the Co-op to an ongoing operation: food packages available on order, within a few hours. A commercial walk-in freezer/refrigerator, shelving, cleaning and packaging materials, and staffing are needed. DCCAP would also reach out to local farmers for fresh produce to enhance the food packages and to local human service agencies for cooking instruction, and dietary enhancement techniques.

Poughkeepsie

Grantee staff often uncovers a variety of need, as they draw customers out and discuss deeper problems, and not the least of which are financial. If a burden can be lifted elsewhere, a family’s entire well-being will improve. For example, grantees may help families find lower cost, or subsidized childcare, thus extending family paychecks.

Housing — Category 4

Decent and affordable housing is fundamental. Grantees provided housing directly, helped to rehabilitate older housing, worked toward development of new, affordable housing, prevented evictions so that families could maintain housing, and assisted customers with the complicated home-purchase process. Over 20 grantee narratives identified housing programs, services, and activities as accomplishment, innovation, or linkage. Housing coalitions and task forces either provided advocacy, or, took more direct action. Creativity in housing development is a hallmark of grantee programming, as the following illustrates.

Opportunities for Broome [OFB] — Housing Development

Over the past 6 years, the City of Binghamton has been demolishing vacant, dilapidated, or fire-damaged buildings and houses in order to maintain neighborhood integrity. The vacant urban lots that have resulted are often of a smaller size than lots that can be developed using current building codes and standard construction practices. OFB is a Certified Housing and Development Agency [CHDA]. We formed a partnership with the City Planning and Community Development Department to develop affordable housing for low-income people using these odd-sized lots. Instead of the traditional approach, OFB, using CSBG funds, hired a consulting engineering firm to provide construction specifications for smaller, manufactured houses which could be adapted. The engineering company developed specifications for the housing units and OFB put out a public bid to determine the least costly manufacturer. The successful bidder was required to detail its method of constructing new affordable housing units using their manufactured housing models. The low bid was approved by the City, and we are now collaborating with them to develop an affordable home ownership program that will make down-payment assistance-low-interest loans available to low and moderate-income families to purchase the lots and assemble the homes in the city. We secured another partner after interviewing several mortgage banks. One was selected as our partner for financing and agreed to provide our eligible low and moderate-income clients with HUD 203 k mortgages. The unique use of available resources, in this case the odd-sized city lots, as well as blending public and private financing, makes this a unique and innovative program designed to make affordable housing available to low and moderate income people in the City of Binghamton.

Binghamton

Over 30% of all New York State housing was built before 1939, and another 28% built before 1960. This older housing stock often requires ongoing repair and rehabilitation. To that end, grantees developed, operated, and maintained significant repair and rehabilitation programs, or sought grants for same.

Niagara Community Action Program [NiaCAP] — Home Repair and Rehabilitation

Aging housing stock in our County compelled our agency to apply for two home repair grants: NYS Affordable Housing Corporation: $80,000; NYS Housing Trust Fund Corporation: $40,000. These grants were awarded, and now used to provide home repair to qualified homeowners on a county-wide basis. Home repair projects positively impact neighborhood habitability by improving the environment, health and sanitary conditions, maintaining the assessed value of the homes repaired and aesthetically improving the appearance of the homes. The qualified households that receive home repair grant funds were networked into other CAP programs. This networking provides each family with a holistic approach to receiving such services as food, clothing, child care, weatherization, and nutrition awareness allowing each family to stretch their family income further. CSBG funds were used in planning, grant writing, and marketing the two grant programs.

Niagara Falls

The impact of grantee housing strategies on customers frequently extends past provision of housing itself. As the following illustrates, families and individuals benefit from decent and affordable housing; grantees often provided followup, and using the family development approach, helped people meet other existing need.

A young couple were referred to the Advocate Program by not just one agency, but three, within a 2-week time frame. The couple has 2 small children and had been residing in a substandard mobile home. There were problems with electricity, heat loss, lack of insulation, rotting floors. After following up with repair efforts, it was found that the home was beyond repair. The Advocate sought subsidized apartment complexes, hopefully to house the family until they could get their affairs in order. The family was placed into a nearby apartment complex that offered rental assistance through a waiting list. The Advocate Program provided the family first month's rent to get into the apartment. We then followed up by helping them to apply for rental assistance and food stamps. During the 6 months that the family resided in the apartment, they managed to get their financial obligations in order. This family has pulled through quite well and is waiting to move into a new home, with funding from another program.

Grantees formed coalitions which created community advocacy as well as direct customer empowerment. In Broome, Cayuga, Columbia, and Franklin counties, grantees noted their involvement in, or application to Continuum of Care, a HUD program which focuses counting and identifying the homeless. Analysis of the homelessness problem, as reported by Franklin CAA, ... *has been to raise public awareness of the issue of homelessness in our rural area. Its characteristics are different from those in an urban environment; here it is more hidden, more sporadic, seasonally affected, and less well known by the general public. Two members of the Continuum took part in a public radio series to explore problems of rural homelessness.*

Cayuga-Seneca CAA	Homelessness Task Force

A Homeless Task Force comprised of over 40 agencies and individuals representing local funders, planners, community agencies working directly with the homeless and at-risk populations, and interested community organizations, individuals, and businesses was formed to address the rising trend of homelessness in our county. Cayuga-Seneca CAA has taken leadership within the Task Force as the single point of entry for the homeless in the county. The city of Auburn recognized this and awarded the CAA $10,000 in CDBG funds – the first city grant to serve the homeless. Partners included interested community organizations, businesses and individuals from the community. CSBG involvement: Staffing for research, planning and coordinating grant opportunities; Marketing and Development Director created a media/marketing plan for the Task Force; CAA provided meeting space and overhead costs [subsidized through CSBG funding] for the Point In Time count; and 16 agency staff volunteered to walk the streets for the Point in Time count. In addition to CAA, services were provided by city of Auburn Planning and Economic Development, Cayuga County DHHS, Catholic Charities, Options for Independence, Salvation Army, St. Mary's Church, and Unity House. Monetary: City of Auburn Office of Planning and Economic Development, United Way of Cayuga County, Wegmans supermarkets, and Supportive Housing Network of NYS. In-kind was provided by all partners. In July, 2004, the Homeless Task Force submitted a Continuum of Care application as part of the HUD SuperNOFA. This application, if funded, will establish the Task Force as an official Continuum of Care, which will provide funding for services to the homeless and allow the Task Force to apply for other available funds.

Auburn

Eviction prevention programs assisted families to remain in their homes, avoiding homelessness. Schenectady CAP has operated such programs for a number of years and focused considerable energy on this issue because of a high rate of evictions in that city. SCAP also participates in and spearheads an eviction task force.

Schenectady Community Action Program [SCAP]	Eviction Prevention

Over the past few years SCAP piloted a program to prevent evictions using CSBG-supported Crisis Intervention Counselors. The eviction rate in Schenectady has tripled in the past 8 years, so in an attempt to reduce evictions, SCAP began out-posting a part-time advocate at City Court to work with tenants and landlords. An excellent relationship developed with the City Court Judge who now refers eviction cases to the advocate before hearing them in court. The pilot was so successful and well received by the court that SCAP obtained Homelessness Intervention Program [HIP] funding. This new funding made it possible to post a full-time advocate at City Court and provide representation through the Legal Aid Society. Although petitions for eviction continue to increase, the number court-ordered evictions has decreased for the first time in many years. SCAP expects to prevent about 50 evictions that would have been granted otherwise, and aid another 50 households that are facing homelessness due to eviction, to secure permanent housing.

Schenectady

RECAP [Orange County] also began an eviction prevention program working *with clients* [referred to a legal assistance program] *who are at risk of homelessness, but still connected with their landlords ... to keep the client at the residence.* While evictions will hardly be eliminated, these types of activities go a long way toward creating understanding, and, keeping people housed.

In Warren Hamilton Counties, the CAA *responded to a Request for Proposals from NYS OTDA for Housing Intervention [HIP] funding ...* [and was] *awarded approximately $50,000 per year for the next 5 years. HIP funding is unique: you are paid on milestones, not on expenditures. Program administration and monitoring dictates whether the program generates or loses revenue. So far this year, our CAA has expended approximately $20,000 on direct payments on behalf of customers, and received approximately $25,000 in reimbursement, allowing us to assist more families than we have in the past.*

Home ownership is often a key to self-sufficiency. However, the road toward that destination is not always easy, nor is the process easily understood. Grantees provided the support needed to customers so they can achieve this goal, and have more security – and equity – in housing. Five grantees noted operation of homebuyer clubs, first time home buying programs, and financial programs designed to assist customers through the homebuying process.

Delaware Opportunities	Home Ownership

The community assessment conducted by Delaware Opportunities consistently identifies home ownership as one of the most important dreams of lower income households. In response, Delaware Opportunities has aggressively pursued programs to assist lower income households to become homeowners. As the operator of the rental assistance program, the agency helped make changes to administrative plans to permit use of rental assistance vouchers for mortgage assistance. The agency partnered with a local financial institution to provide matching funds for savings related to home ownership. The agency partnered with a local municipality for $1.2 million in federal assistance to assist with local home ownership: 46 families have already become homeowners as a result of these efforts and help for 23 more is on the way.

Delhi

Home ownership provides a means toward self-sufficiency, as illustrated by this family's journey through the process.

P, a single mom of a 12-year-old and an 11-year-old, moved in with her parents 10 years ago after her divorce. Her parents' house is small, but comfortable for someone with small children. P's parents encouraged her to save as much money as she could. She works two part-time jobs yet her gross annual income is low; and includes a small amount of child support. As the children started grow, her parents' home started to inch its way toward stressful; P felt it was time to move into something of their own. During the time she lived with her parents, she accumulated savings. Income-eligible for a statewide mortgage program through the local bank, P obtained a mortgage at a good rate, and with closing cost assistance. [Closing Costs Assistance are grant monies to pay for closing fees; they do not have to be paid back.] P achieved home-ownership with most of her savings still in the bank and with a low mortgage payment.

Development and management of housing, though often expensive, and requiring cooperative efforts with the legal community, architects, zoning boards, and other community members is often the only way to ensure that community housing needs are met. In one Northern New York area, this problem became a pressing issue during FFY 04.

Community Action Planning Commission [Jefferson] Housing Planning and Development

In the Spring of 2004, a grassroots group – Jefferson County Community Housing Coalition was formed . . . following concern about escalating issues surrounding homelessness, exacerbated by expansion of our military base, Fort Drum, and the increase in soldier's basic housing allowance. While this is a positive event for our community and for the military families, the housing units are not available for the soldiers to access prior to their arrival in the region. A total of 4,600 new soldiers will be stationed at Fort Drum, an estimated 2,100 new families. Troops have been streaming in steadily since early summer. A private company will produce 1,244 new housing units on post over a 5- year period, beginning in May 2005. Landlords are increasing rents at an alarming level, knowing that they can secure the higher amounts. Our most vulnerable populations are being displaced; the very low income; those with co-existing disorders, chemically dependent individuals, and families who are under-resourced to gain access to safe and affordable housing. This shortage of housing is forcing residents to surrounding areas as far as 50-75 miles away. All motel and hotel rooms are booked. In August 2004, DCS staff and the CAPC Executive Director met with a representative from this committee and the Executive Director has been meeting with the committee regularly since then. The committee is involved with: planning for shelter; emergency services; subcommittee selection and duties; grant development planning, and strategic planning. Focus of the group is to address both short and long term impact of this issue.[excerpt]

Watertown

Franklin CAA [See pp. 99] also noted considerable effort in housing development, and several other grantees indicated that they are currently exploring such possibilities through grant applications, and other plenary activities, many supported with CSBG funds.

Emergency Services — Category 5

Crises come in many forms: a serious illness, unemployment, divorce, homelessness, pregnancy; these conditions may singly, precipitate emergencies. Together, they can create crisis, and chaos. CSBG grantees are recognized experts in emergency intervention. Many customers often find themselves one paycheck away from the precipice. Certain populations live within a crisis mode – youth at risk, runaways, frail, isolated elderly, severely ill children, and to a certain degree, those living with alcoholism and/or mental illnesses.

Some crises may be life-threatening, with customers facing circumstances which could have tragic consequences, without intervention. Other situations - natural disaster, fire, flood, storms, require involvement of the community as well as intervention by the CSBG grantee. Today, meeting an emergency, resolving at least surface issues, is only the tip of interaction between customer and grantee.

CAP helped a 75-year-old woman who was sleeping in her car, in an obviously dangerous situation. After speaking with the Section 8 office, case management staff worked as a team to see what resources were available to get this elderly woman into housing. During assessment, we found she had not eaten in 3 days, had all of her belongings in her car, and but $3 in her pocket. We completed necessary protocol for interviewing/screening for CAP housing. She was eligible for CAP Senior House and was very grateful when she moved in and didn't have to sleep in her car anymore. Upon moving into Senior House, case management staff provided food from the pantry, as well as assistance from other charitable organizations. Also, case management staff worked with this customer to resolve an outstanding utility bill, and worked with a charity organization to have the remainder paid.

Over the course of the last decade it has become abundantly clear that meeting needs that go beyond crisis are essential to move people from dependency to self-reliance. Housing – loss or lack of same – appears be a leading cause of crises. As noted, at least four grantees are involved with the HUD Contiuum of Care, which not only provides homelessness services, but also helps agencies to track homelessness in order for them to develop the best responses.
[See pp. 65]

Opportunities for Broome [OFB] — Homeless Coalition

As part of the HUD Continuum-of-Care program, over 40 agencies in Broome County collaborate on provision of services to the homeless. Our county Homeless Coalition plans and coordinates all services. The Coalition needed to develop a facility that could serve as a single entranceway or gateway into all services for the homeless population. OFB agreed to serve as the prime sponsor for this effort, and formed a small workgroup made up of Coalition members, including the three major providers of homeless shelter services, the designated homeless outreach services provider, and the primary hospital provider of psychiatric and homeless services. The workgroup later expanded to include LDSS and the Mental Health Association. OFB's first task was to find a suitable building in a good location close to other homeless services. OFB convinced a local family to gift one of their vacant buildings in the center of the community for the development of a homeless shelter. OFB's second task was to develop a plan for providing services at the new facility. The next task for the partnership is to apply for a grant to rehabilitate the facility. . . . All workgroup members have agreed to share services at the new center in order to reduce costs/burdens on any one service provider. This collaboration among service providers will result in more efficient services being provided the homeless population at less cost.

Binghamton

Finding emergency housing is particularly difficult in rural areas. A number of grantees reported that when they joined forces with other local providers, they could do more by working together than they could do singly.

Opportunities for Chenango [OFC]	Beyond Shelter

For several years, OFC has operated an 'Emergency Housing' program in cooperation with Norwich Housing Authority and Wishing Well Foundation. It became clear over the last year when we had a waiting list for emergency housing, that more had to be done. and that 'warehousing' those in need of housing was not the optimum solution: having facilities only in Norwich was not meeting the needs of the County. Staff contacted community groups and finally, with help of an OFC Board member, found an additional partner in the Episcopal Churches of Chenango County. Working with the churches, we expanded our Beyond Shelter model by 40% and created an Interim Housing Program where all customers will receive Family Development Case Management and other assistance to move out of crisis into housing stability. The churches are funding an additional apartment in the northern part of the county. A church member in the southeastern part of the county donated a trailer, and the churches are funding the utilities and lot rental on that unit. In addition, the Episcopal Church in Norwich provides monies for the OFC Last Resort Fund so that additional families for whom there is no room in our apartments or do not need that kind of assistance can still be helped out of housing crisis. This innovative partnership provides a true "community solution" to a community problem. OFC-Wishing Well Foundation [a local foundation] and the Episcopal Churches of Chenango County increase our capacity to truly meet the needs of our community by ensuring that families receive not only shelter but go *Beyond Shelter* to Family Development case management, budget and credit counseling, employment and transportation assistance and have access to all programs of the agency.

Norwich

Other emergencies can result in tragedy if not addressed immediately. Domestic violence fits that mode – even if the violence has been ongoing for years. When the abused person/family decides to make a move, often a CAA provides the way to support, housing, counseling, food, clothing, and legal assistance.

A program advocate successfully assisted a client in accessing her remedies and enforcing her rights through the Criminal Justice system. This woman was repeatedly sexually assaulted by her roommate. Due to the situation, and history of domestic violence in past relationships, this woman knew to flee, and call our 24-hour hotline: staff immediately assisted. Upon coming to shelter, this woman was given the option to press charges within her local police department, and chose to do so with assistance of a domestic violence advocate. With the local police department and the Assistant DA's office, the woman pressed charges and the man was remanded to jail in lieu of substantial bail. While he was in custody, the victim returned to her residence while looking for alternative housing. Within that same time period she maintained contact with our Non-Residential Domestic Violence counselor and also attended counseling with her local rape crisis center furthering her recovery.

Receipt of an eviction notice, or a utility shut-off may be all it takes to bring an individual or family to a CAA. Often, the community is aware of CAA services; according to narratives submitted via grantee APR, many families wait until the crisis is upon them before seeking aid. CSBG grantee outreach to many communities has assisted in ensuring that some residents seek support before the crisis point is reached.

Grantees responded to personal family dysfunction, as described by this respite program at CAO-Erie. *The Family Development Department is the principal provider of a clinically-based approach to helping families resolve stresses and crises before they lead to family break-up and serious abuse. Family Development connects participating families with the CAA array of support services and develops a Family Assessment, diagnosis and initial treatment plan, enrolls other providers and extended family members, and reviews, provides on-going follow-up and referrals as needed. CSBG is the principal funding source of the Family Development Department, which planned and developed this program.* Social workers, mental health professionals are part of this project.

In addition to family emergency, shelter and homeless programming, grantees also reported responding to emergencies in nutrition, another area of high-demand and response. Hunger is often a crisis, particularly when children or the elderly are hungry. Food banks and pantries are operated by most grantees, and their expansion was reported by several. Here as well, coordination and collaboration are essential.

Lewis County Opportunities — Food Pantry

The Lewis County Food Pantry Program is an emergency assistance program that provides a temporary supply of food. The program is comprised of a loose-knit collaboration of area churches and grassroots volunteers, along with Lewis County Opportunities, which provides assistance with securing funding and operational support to 4 of the 6 independent food pantries located throughout the county. A 7th food pantry is actually operated by Opportunities and serves central Lewis County. Most of the food pantries in Lewis County rely upon the support of volunteers to operate their given food pantry. Opportunities' Food Pantry relies on CSBG support for staffing and other operational costs, without which this pantry could not operate, nor could we assist other independent pantries with technical support. Other sources of funding and/or foodstuffs include private donations, and support through the Food Bank of Central New York. In the 2003-04 CSBG year, the Food Pantry program served a total of 702 individuals in 227 households through Lewis County.

Lowville

Emergency need for food will often bring individuals and families into direct contact with grantees. Rarely however, is hunger the sole issue, as this personal narrative illustrates.

W was a young mother who contacted our CAA. W was unemployed, the family was homeless, and they were not receiving proper nutrition or health care. W enrolled in our CSBG funded program and began setting and achieving goals with assistance of her Family Development worker. W used our agency Food Pantry and WIC services, established full-time employment, and obtained stable, affordable housing. W received health benefits through her employer and enrolled her daughter in our Head Start day care program. She consistently maintained her appointments and showed dedication and commitment to developing a healthy interdependence. The worker continued with W, providing referrals and advocacy when needed to maintain family stability.

Emergency services have a place in the spectrum of grantee services and activities, and have often been the jumping off point for additional and more comprehensive service to customers. Today, with a variety of emergency assistance in many communities, such as FEMA for food/shelter, HEAP for heating/energy costs, CAAs and faith based organizations for food pantries and food banks, crises in these areas in particular are more easily ameliorated, allowing grantees to focus on more complicated, and long-term solutions in their communities.

Nutrition — Category 6

Nutrition programs have been cornerstones of grantee programming for over 35 years. Contact made through nutrition programs is invaluable to grantees and customers, especially in making connections which help to bring about greater degrees of self-sufficiency. Grantees connect with consumers through the variety of nutrition programs, such as food banks and pantries, on-site feeding programs, senior services, home-delivered meals, school nutrition sites, nutrition education. Families are often referred for other nutrition services, particularly nutrition education and counseling. Once these contacts are made, further services are often found to be necessary. Sometimes, consumers do not want to ask for 'help', but come forward when hunger threatens. Grantees make excellent use of nutrition programs in particular as a starting point for more comprehensive and holistic services. The following personal account aptly describes this process.

Mr. S recently moved to our area and was living in a nearby SRO. Single, unemployed, he came to our outreach office needing emergency food pantry services. Our CSBG- supported outreach office staff assisted Mr. S with food. In working with outreach, staff identified other helpful services. Mr. S needed assistance in returning to the workforce and was enrolled in our employment services program. Staff assisted Mr. S in preparing and distributing a résumé and cover letters, and provided one-on-one counseling to build Mr. S' confidence. Mr. S was also assisted in setting up an e-mail address that could be used at any public kiosk, and our office, to send and receive job applications and information. Due to these efforts, Mr. S found employment at an entry level position with a local company with which he is hoping to grow.

Nutrition education, along with cooking programs, disseminates information and assists families in working toward a healthy life style.

St. Lawrence Community Development Program	Nutrition Education

One of CAA's goals and accomplishments was to organize various workshops that would ... entail classes for low-income families who wanted to learn how to cook good, nutritional, low-cost meals, enabling them to stretch their food dollars and have more food buying power. CAA staff, supported by CSBG funding, arranged for . . . certified nutritionists, to teach families how to cook and shop for food to prepare the meals. There was hands-on preparation and cooking . . . and families tasted and took home what they made as well as learning new techniques in the kitchen. . . . Families with gardens worked with another agency who provided them with canning classes. Another workshop . . . featured a registered dietician from yet another agency who discussed diabetes, which affects many low-income people because of their nutritional habits. Both agencies recognized that these workshops are an innovative way of educating and informing families throughout the communities in our county in health and nutrition. CAA staff provided transportation for some attendees. The classes were run by professionals from a variety of agencies and the topics that were chosen benefitted everyone in the community. The community workshops are geared toward issues requested from families who attend. We ... have increased our networking and developed new partnerships. [excerpt]

Canton

In Essex County, cooking classes for seniors were implemented through a VITA Grant. [See pp. 90.] In Niagara, a mapping system linked participants with local providers. Several grantees partnered with faith-based organizations to help establish food banks and pantries.

Gleaning programs provide food as well as a learning experience. The result is more than the education, or even the physical work of gleaning: ultimately, people are fed. Food banks, as well as entire nutrition networks benefit.

Franklin CAA [ComLinks] — Gleaning Program

In the fall of 2003 ComLinks Cooperative Gleaning Department sponsored *a day in the orchard*. The objective was to pick apples to be distributed among the 74 food pantries in its 9-county service area. Through a community service group at a local university, 150 student volunteers were recruited, including men's and women's sports teams, and, 8 foreign exchange students from a neighboring town. Two professors in the Nutrition Management Department of the University also brought students. The crew picked 83,000 to 86,000 pounds of apples on a cold, snowy day, valued at $115,370. CSBG funds were used for administrative oversight and were combined with NYS DOH funds of $1,133 which support the Gleaning Program. NYSDOH funds covered costs of advertising, purchase of burlap bags, trucking of the product, refreshments for the crew, and establishment of sanitary facilities in the orchard. The contributed services of the students is valued at $6,420. The project illustrates the vital roles of the Gleaning staff initiative and coordination, the professional educational component they provided, and the student volunteers' altruism and energy combined to provide thousands of needy households with fresh, healthy, locally produced food.

Malone

Community gardens provided a good source of food, nutrition education, community gathering, and in general, created points of interconnection. As Schoharie CAA noted, its C*ommunity Gardens Program provides harvested food . . . distributed to low-income families and community food pantries. Recipes using fresh vegetables were handed out with the food pantry bags, ... The Community Garden Program is a coordinated effort among agencies, local vegetable growers, community food pantries, and volunteers.* Yonkers' youth program participated in a community garden, and in NY City, an urban farmer's market was operated to great success. [See pp. 93]

In addition, grantees sponsored a number of one-time, or annual fundraising events that centered around food, food drives, holiday food collections, and other special collections designed to distribute food in a more efficient and effective manner. Volunteers at RECAP in Orange County assisted in distributing holiday turkeys, donations were solicited from local businesses, and local farmers donated produce. In Oswego County, Head Start parents served as food pantry volunteers, and assisted with a food give away project. In St. Lawrence County, a fundraising drive for food pantries ensured that money raised stayed in the community, to assist increasing numbers of individuals and families.

Food Stamps are one means for low-income people to make better use of their income, and CSBG grantees are often a conduit through which customers connect with the Food Stamp program. As noted last year, Madison CAP completed the funding cycle for its on-line food stamp access; as that grantee noted: *In the first few weeks of the project, applications for Food Stamps almost tripled, reaching the vulnerable, isolated and obscured rural poor. . .. CSBG- supported staff connected efforts using a USDA Access Grant. Final figures for 2004: increased Food Stamp usage by 25%, which was the goal of the project. The Urban Institute of Washington, DC ... review* [ed] *success with this initiative . . .our project with USDA is completed,* [but] *the website will be maintained and is available for use throughout Madison County. Our LDSS will continue to receive on-line applications and CAP staff will assist these efforts by outreach activities and accessibility to the website in all of the CAP offices.* In Orleans County, grant funds assisted the CAA to expand information about food stamp eligibility, and assisted in training outreach workers. [See also pp. 74 for Food Stamp access activities in Livingston]

Linkages [Includes Greater Participation and Coordination] Category 7

Information included in this section was specifically requested by NASCSP, in this format, as part of CSBG-IS.

CSBG grantee capacity for linkages, collaboration, task forces, coordination, advocacy, and for fostering greater community participation is deeply embedded in community action culture. When Family Development is added to this mix, the result is often an impressive array of services and activities that respond to such diverse community need as immigration advocacy, long-term disability, foster care placement, special education, mental health and domestic violence intervention, and which encompass all sectors of the community, from infants to grandparents. Coalitions, task forces, and partnerships have resulted in better community services, more effective service delivery, and elimination of duplication of services. Housing - homeless coalitions were reported by nearly a dozen grantees.

Adirondack Community Action Program [ACAP] Essex County	Elizabethtown
CSBG Service Category: Linkages	Planning Services

In 2004 ACAP completed a comprehensive Community Needs Assessment designed to identify and clarify human services needs of Essex County residents. In conducting the assessment a variety of sources were used, including existing data and a community-wide survey. A task force, comprised of key stakeholders which included, county offices of: DSS, Public Health, Mental Health, Office for the Aging, Youth Bureau, Cornell Cooperative Extension, and Housing Assistance Program; as well as North Country Community College, United Way of Clinton and Essex Counties, and RSVP, helped to design and conduct the survey. The information was compiled and the report generated by ACAP/CSBG staff. Technical consultants assisted in guiding the process and helped verify survey and results. Funding was provided by the United Way of Clinton and Essex Counties and the project supported by staff from all ACAP departments, including CSBG. The finished product is designed as a tool to be used by human service professionals and other stakeholders to assist them in planning and implementing services to Essex County residents. The process used to develop this instrument was as important as the final products: sense of community, shared vision and commitment was ever present among stakeholders and helped contribute to a positive and effective outcome.

Several other grantees reported their part in similar collaborative strategies, particularly in housing. In Allegany County, a domestic violence coalition continues, as that grantee also reported last year, continuing its relationship with Alfred University. Cattaraugus CAA reported a collaborative effort in children's services, and which provides a stronger voice for the families needing assistance, as well as looking toward training initiatives. In Madison, the grantee *took a leadership role through CSBG funding . . . to ... actively participate in a research-based process, Communities That Care. CAP undertook these ... responsibilities to ensure that low-income people had a voice and their needs would be prioritized.* Also in Madison, *biannual breakfasts* [were held] *for human services providers to ... share, and learn, and meet. Governmental agencies, private agencies [nonprofit and for-profit human service], faith-based organizations, libraries, and educational facilities attended to hear speakers organizations summarized their services, brought pamphlets, presented updates and formed networks for interagency coordination.* Saratoga EOC updated its information about its Crisis Action Network, which it first reported on in FFY 03; it added an email 'listserv' to keep the groups, which now number 53, in contact with one another immediately, to share problems and concerns.

Linkages which focus on specific program areas can pinpoint response, and help to tailor results to maximize outcomes to community residents and avoid duplication. These type of collaborations do not highlight 'turf' issues, but rather ensure that the most effective service is provided. In nutrition, with many local grantees offering these services, collaboration has a highly beneficial impact on the community.

Livingston County Planning Department: Delegate Agency: Foodlink	Geneseo
CSBG Service Category: Nutrition	Food Stamp Outreach

Program Purpose/need: To increase use of both food stamps and food pantries. Description: Co-locate and coordinate food stamp outreach with emergency food provision. Agency role: Food distribution, agency coordination, food stamp outreach. CSBG funds the planning role and food distribution. Partner Roles: Nutrition Consortium [funds Nutrition Outreach and Education Program (NOEP)], host food pantries & distribution sites [host NOEP Coordinator] Type of Funding Contributed by Each Partner: Monetary [funding for NOEP position from Nutrition Consortium], In-kind [office space from food pantries], Services [referrals from pantries]. Impact and Results: Increased access to food resources for low income, food-insecure populations. In FFY 04 Livingston County Food Security Coalition began an active collaboration with Livingston County NOEP to increase access to food stamps among low-income individuals and families in Livingston County. Three different food pantries provide offices where the NOEP Coordinator can meet with, educate, and screen potential applicants. Additionally, the NOEP Coordinator attends each mass distribution to provide information on food stamps and answer questions. In a county where only 46% of those eligible for food stamps actually receive them [according to the Nutrition Consortium of NYS, 2002], the NOEP Coordinator found that the most successful food stamp outreach resulted from this food pantry and mass distribution partnership. In addition, referrals from the NOEP Coordinator help to connect food stamp applicants with food pantries and mass distributions when they are waiting for their benefits or are denied.

This program, first reported last year, is a proven community leader. As noted, it has also gained national recognition.

ProAction of Steuben-Yates	Bath
CSBG Service Category: Employment	Wegman's Youth Employment Program

Purpose/Need: Lack of career development opportunities for low-income youth [TANF- eligible]. Description: On-the-job, culinary and retail career training and development for low-income youth with participant support to improve successful acquisition and retention of employment with Wegmans Food Corporation. Role of CAA: Determination of participant eligibility under the Workforce Investment Act (WIA), oversight of program record-keeping, and provision of Family Development Case Management services. CSBG pays for partial salary and support costs for case management through Family Development department. Partner Roles: Chemung-Schuyler-Steuben (CSS) Workforce New York-funding via WIA Youth Employment dollars and advocacy on the merits/quality of the initiative. Corning-Painted Post, Hornell and Elmira School Districts - identification and referral of prospective eligible students. Wegmans Food Corporation - interviews, individualized career planning, coaching, mentoring, training and overall program oversight. Type of Funding: Pro Action: monetary - $8,241; Wegmans: monetary and in-kind - $215,996.: CSS Workforce New York: $90,000.; Corning-Painted Post, Hornell and Elmira Schools : in-kind -$5,000. Results/Impact: Enrolled youth receive extensive on-the-job training in the retail food industry. Combined with leadership training, soft skill development and supports necessary to overcome barriers, these youth successfully move into growth-oriented careers with Wegman's Food Corporation. The Wegman's Youth Initiative brings corporate development objectives, the vision of WIA, educational and economic development together with the mission of Community Action to empower low-income youth to attain self-reliance as they move into adulthood. The strong partnership developed as a result of this collaborative effort also resulted in Wegman's nomination and receipt of the National Community Action Partnership Award.

Advocacy and Citizen Participation

Advocacy – either institutional or individual – and citizen participation, are two functions which have helped to define community action, have been carried forward by CSBG grantees, and which provide the support necessary for customers to develop their own responses to community need. Grantees often provide the forum through which individuals and communities can make locally beneficial changes. Erie CAA, through its neighborhood programs, *collaborated with a citizen group called the Evans-Angola Town Task Force to address . . . . the lack of community facilities to serve at-risk youth, who typically came from semi-rural and rural households, Native American reservation households and poor single parent households . . . CAO dedicated a building ... in Angola . . . to develop into a community youth center.* The CAA and its partners carried out paperwork essential for building permits, renovation, and other needs related to the physical plant. Donations were solicited for furniture and other elements. CAO then set its program staff to define and implement activities. Community meetings were held through the local advisory group. The new facility serves between 200-300 young people each week, and is leading the battle against illiteracy, community violence, and family disintegration.

Another advocacy effort which fostered greater community participation was reported by Lewis CAA [See pp. 90], and an innovative activity at the Ralph-Lincoln Service Center in Brooklyn, one of the delegates of DYCD, where . . . *all 12 agencies participating in the Fatherhood Initiative could interact, support each other . . .* Staff provided information on finances, health concerns and health care. *The experience resulted in both strengthening linkages and sharing ideas and concerns . . . participants learned how to coordinate services among government agencies and community-based groups, where to find available resources . . . and how to exchange ideas in a productive and innovative way.*

Grantees connected individual stakeholders with issues that had a direct impact on their lives, and fostered maturation of more intensified association and greater participation. When Mohawk Valley[Oneida] CAA became the newly designated CSBG entity to serve the city of Utica, *as part of its strategic planning process, a Task Force of area service providers and consumers was brought together to help direct services and expansion in the City, and to develop a process that is inclusive, representative of, and accountable to the community*. In Newburgh, NCAC worked with the community at large in development of an eco-industrial park, with focus groups discussing transportation, quality of life, housing, and other local issues.

Grassroots involvement resulted in maintaining an essential service in rural Oswego County: ... *OCO developed a Call-n-Ride service which provided the elderly and disabled with door to door public transportation. . . .When funding was eliminated from the county budget for this service in 2003, it stranded approximately 60 people a month ... Several groups representing the disabled and elderly immediately contacted OCO to plead that the agency continue the program ... With support of OCO, these groups were empowered to advocate at the county legislative level for funds to be re-appropriated for the service in 2004. Groups met with individual legislators, legislative committees and county officials. . . As a result of these efforts, funding was restored for the project and services were once again available*.

Grantees also undertook significant fundraising events, which in some cases galvanized community spirit and compassion. Funds were raised for such activities as grantee food banks / pantries, holiday toy-giving and holiday meals. One community [ABC-Monroe] held a blood drive for people of color, to encourage and foster blood donations by the minority community.

Grantees also provided public venues for gatherings. Cattaraugus, Cayuga-Seneca, and Mohawk Valley CAAs held Youth Fairs, at which youth were addressed by nationally known speakers, and had opportunities to participate in workshops on relevant topics such as teen pregnancy, juvenile mischief, dealing with peer pressure, alcohol and substance abuse. Grantees partnered with county agencies and others, using CSBG funds to underwrite many of the activities. Youth were empowered to participate, with 150 attending in Cattaraugus. Youth were exposed to a variety of issues and had opportunity obtain guidance from community leaders and others; grantees believed that the results would have life-changing impact on many of these young people.

Other public gatherings produced the following results: Chemung's *Picnic with a Book Literacy Fair resulted in distribution of over 100 children's books;* the same grantee also held *a family Carnival in May, where members of its Youth Care team worked collaboratively ... and ... developed a garden booth. . . children were invited to return throughout the summer to take care of their plants and watch their progress ... youth, along with Cornell Cooperative Extension, educated the children about the importance of vegetables in a well-balanced diet. Community partners also had booths with demonstrations and information*.

PEACE, Inc., [Onondaga], *held an annual statewide educational conference – Piecing it All Together – that focused on increasing professional development in areas of administration, program/service delivery to clients, client outcomes, and fiscal management. The outcome ... provided the necessary tools for professionals to deliver services to their clients that help them overcome the economic and social barriers that lead to self-sufficiency. Over 200 people attended*. Cayuga - Seneca [see pp. 94], also held a community forum to elicit public opinion.

In Rensselaer County, *CEO for the Capital District held it's 2nd Annual Spring Fling Block Party in conjunction with ...Community Action Day ... Over 500 attended ... Over 20 participating community organizations provided resource materials on their services. Community members ... received immediate assistance from the community agencies present ...* [and] *interact*[ed] *with the community ...* [it] *gives residents an opportunity to get know their CAA better.*

Grantees indicated that CSBG funds were applied to many of these activities through staffing, planning, and coordination. Grassroots contact and community participation create environments within communities that foster further action and activity. The next logical step in this involvement is volunteering.

Volunteers and Volunteering

Volunteers are a backbone of grantee operation, providing essential support and services to grantee customers and to the community. Over the years, customers have become volunteers; some volunteers have become staff. The sense of community is strengthened through volunteer efforts.

Data submitted by grantees indicated that nearly 20 entities noted households donating time toward volunteer activities. Over 31,700 persons served as volunteers in the community services network in New York State. Volunteers provided over 1.4million hours of service to the network in New York State.

Two years ago, we reported on one volunteer at Wyoming CAA who began a program called *Angel Action*, and who was then hired by that agency, after serving on its board. Angel Action is continuing – and extending its boundaries. The success of this volunteer program is astonishing, and, as the grantee reported, *it is dedicated to bringing hope and comfort*.

Wyoming Community Action Angel Action Network/ United Schools in Action

Wyoming CCA established a structured volunteer program called *Angel Action.* Its growth and success in Wyoming County encouraged us to consider putting together a membership network of other CAAs across the state. Presently, 19 CAAs purchased memberships in the Network, serving 23 counties throughout the state. A CSBG mini-grant enabled us to give 15 training scholarships to our Network. Throughout this coming year, we will work with each of these CAPs as they develop a tracking system that will identify the following: (1) number of clients helped, (2) number of volunteer hours given and value of those hours, (3) quantity of donated items and value of those items, (4)amount of cash donations, (5) amount of funds raised through volunteer-driven fund raisers. This program will enable any CAA, large or small, to structure and grow their volunteer efforts to serve residents of their service area.

Angel Action is managed by an Advisory Board made up of 21 people representing all areas of Wyoming County. United Schools in Action is the Youth Corps of Angel Action. It is a community service group consisting of 130 middle and high school students. The group has a 12-member board that oversees the direction the group will take for the year. They meet every other month to set upcoming agendas, develop newsletters, prepare publicity, work on special events, and design certificates. Members of United Schools in Action are students at Attica Central School and helped create opportunities for youth to volunteer and provide services to families in need. WCCAA partnered with Attica Central School to develop this program. As other school districts join United Schools in Action, they will also provide support and volunteer opportunities. CSBG partially funds the program by providing dollars for the salary of the Volunteer/Community Relations Coordinator. School districts provide in-kind support. The group organized a county wide food drive, assisted elderly residents by doing yard work, helps operate 'stores' at nursing homes before Christmas so residents can buy gifts for loved ones.

Perry

Volunteers represent all manner of New Yorkers, from children to the elderly. The sheer joy of volunteering and serving others is evident in the following from Steuben - Yates CAA:

ProAction of Steuben and Yates	Intergenerational Gardening

At the Homestead Nursing Home in Penn Yan, there is a program called HILT: Horticultural Intergenerational Learning Therapy. HILT calls on groups of area youth to come to Homestead and work with residents on horticultural projects. One of these projects includes keeping the courtyard garden area of the nursing home free of weeds, and planting annuals in the flower beds. This spring and summer the task was taken on by groups of teen volunteers from Pro Action's Service Learning Program. Youth worked in the courtyard [weather permitting] pulling weeds and planting. Nursing home residents helped in a variety of ways. Some watched and directed the youth, others took a more active role, while still others participated only by being out in the fresh air and enjoying the company of the youth. Many residents were eager to share stories with the youth, and were grateful for the opportunity to receive their undivided attention. The youth indicated that they enjoyed the experience both for the opportunity to work outdoors and for the opportunity to feel good about themselves, spending time with the residents and helping to beautify their courtyard.

Penn Yan

Volunteering can have a long lasting and deep impression on those who volunteer, and it may become a life transforming act, as the following illustrates.

At age 14, this teenager was referred to our youth program that focused on life and employment skills. He had very low self-esteem, significant physical limitations, many family issues, poor social skills, anger management issues . . . At the time, his personal goal was to become old enough to drop out of school. Staff coached him, but most importantly, he was paired with several elderly individuals who enjoyed his company. They provided him with gentle guidance while he was exposed to more acceptable behavior skills. He enthusiastically volunteered to assist within the facility. Although funding for the program ended, he continues to this day to maintain a close relationship with the agency, volunteering as a friendly visitor. Most recently, he informed us that not only does he plan on graduating, and because of the guidance and encouragement he received from CAA, he plans to attend community college, his goal – becoming an elementary school teacher. [excerpt]

See also p. 95, St. Lawrence, for additional Volunteering activities.

Self-Sufficiency — Category 8

Programs that encouraged and fostered self-sufficiency are also a mainstay of CSBG/CAAs, and cut across categorical lines. Reports from over 20 grantees indicated a wide range of programs, services, and activities that fell into this category. These included several transportation programs, neighborhood development, parenting education, advocacy, strategies that responded to the criminal justice system, and gang intervention and anti-violence programs.

Helping people to cope with the criminal justice system is the focus of a program in Broome County. This diversion program saves the county money, and places a greater investment in those who are facing jail time. The advocates use the family development approach. A similar type of program – for youth – is operated in Livingston [see pp 104].

Opportunities for Broome — Jail Diversion Program

The Broome County Diversion Program is designed to alleviate overcrowding in its Public Safety Facility [jail] as an alternative to jail. County Judges can select this option when they believed a defendant would benefit more from intensive counseling than incarceration. The Diversion Program provides counseling services to people arrested and charged. Its primary mission is to encourage individuals to develop alternative lifestyles that will help them avoid further involvement with the criminal justice system. Judges in City, Town, and County Courts determine when and if defendants and the community would be better served by deferral to an OFB Family Advocate for counseling rather than to serve a jail sentence. Defendants are required as part of sentencing to participate in the Diversion Program. OFB Family Advocates work with defendants to provide an assortment of life skills necessary to remain out of jail. OFB makes periodic reports to courts for review and approval. Defendants who do not meet the standards established for participation in the program by OFB family workers are referred back to the courts for formal sentencing. County Sheriff, and Probation Department provide funding for one Family Advocate at OFB. Defendants are referred by County, City, and Town Justices. County provides $19,000 to OFB for Family Advocate counseling services. OFB provides the Family Advocates and the office space for the program. In FFY 04 OFB estimated that the County will save nearly $65,000 after expenses. By using this alternative to incarceration, Broome County will defer 950 jail-days at $90/ day.

Binghamton

Grantee intervention with young people often prevents continued problems involving the criminal justice system, and helps to foster growing self-sufficiency that may extend into adulthood.

B, 13, lives with his mother and two siblings, was referred to the CAA placement prevention program by the Probation Department. His mother filed a PINS [Persons In Need Of Supervision] intake due to B's physical violence and increasing anger. B was in imminent danger of placement in out-of-home care. CAA Family Development staff assisted the family in setting goals, which included anger management counseling for B and a work shift change for Mom. Longer-term goals included relocating to a rural setting and home schooling for B. CAA staff provided advocacy, support, information, referrals and skill-building services to this family for 2 years. B has now learned to cope more effectively with his anger as a result of mental health counseling and CAA staff assistance. B feels safer as a result of participating in the CAA placement prevention program, as he now has increased structure, in addition to the support provided by his family. CAA succeeded in preventing out-of-home placement. CSBG funds were used in the needs assessment process and delivery of nutrition services, information, referral, and follow-up.

Safe Houses and Dwellings, transitional shelters, and similar programs are often designed to meet the needs of 'niche' populations, people who may fall through the cracks. Faced with drug abuse, personal abuse, family dysfunction and dislocation, mental illness, anger, and criminal behavior in some cases, some families are unable to cope without intervention. Through outreach, many programs contact those in need; others are referred to grantee services by local social services offices, the court system, mental health, and other agencies. Chautauqua, and Franklin reported programs similar to the example from Oneida.

Mohawk Valley CAA [Oneida]	Transitional Living Program

In 2004, MVCAA opened a new Transitional Living Program [TLP] Shelter to serve our 2-county service area. "Rising Son" offers residential services for males age 16-21 years through a 12-bed shelter. This is the first-ever and only shelter for young males in the area. CSBG funding was used for planning and coordination with other resources to make the shelter a reality. Without Rising Son, young males who cannot reside at home, usually due to abuse or neglect, often end up homeless, with no opportunities to advance their education and pull themselves from poverty to self-sufficiency. Recognizing the need for a solution to the need by boys who become homeless, a group of area youth providers assisted MVCAA in developing an application to the USDHHS-ACF. When the ACF grant was awarded, efforts began to site the shelter. A partnership with GroWest, which was seeking tenants, resulted in a 12-bed shelter upstairs from MVCAA's Utica office; this facilitates referrals to other programs and services. The program provides independent living skills, counseling, substance abuse prevention and recreation activities. It served 14 youth in 2004. TLP works to foster the growth of each individual while teaching them the skills needed to live on their own and interact with peers and adults in healthy relationships. Youth may reside for up to 18 months; none are terminated until safe and stable homes are secured. The program is voluntary. Referrals are accepted from agencies and individuals from throughout Herkimer and Oneida Counties, providing a resource that had not been previously available.

Utica-Rome

Other programs provided response to community violence as well as to drug abuse. In Erie County, the grantee partnered with the *Positive Youth of Tomorrow* group, led by a community mother. It involved nearly 40 area youth who wanted to reduce the violence and disruptions caused by youth idleness, lack of school attendance, gang involvement, and drug use. *Buffalo Municipal Housing renovated space ... for a youth drop in center, including computer lab space. CAO provided two staff, co-funded with AmeriCorps, provided and installed 5 computers, provided educational development software, and arranged the partnership agreements necessary to get the drop-in center up and running.* Partners, including the CAA Family Development program, [CSBG supported] assisted in finding monies needed by Municipal Housing Authority. *Catholic Charities provided non-clinical family counseling and case management, while CAO-Family Development provides clinical counseling support . .. Municipal Housing hired a Youth Director . ...* Academic development and computer literacy are being provided by another local organization . . . A *Tenant Council provides volunteers and resident liaison with the Housing Development community, and intervention assistance as needed with the Municipal Housing Police Force.* The grantee noted that tensions between area youth and police organization have been substantially reduced. This type of intervention fosters self-sufficiency, preventing potential problems oftentimes at inception. Anti-drug programs were noted by Rensselaer and Suffolk.

Direct assistance to parents provides support, and may result in reducing family dysfunction. Parenting, child support/custody/visitation are areas where grantee intervention has made the difference between dependency and self-sufficiency. Wayne CAA, as reported last year, continues to operate its program for *families who... need supervised visitation with their children. . . . referrals come primarily from Law Guardians, Family Court, LDSS and* [county] Mental Health; parental self-referrals .... *Begun as a pilot program with a small grant from the Rochester Area Community Foundation, CSBG supported an average of 15 hrs/week for 1) family visits 2) training/support of volunteer supervisors; 3) program data collection for the program... supervision . . .is provided . .. by trained volunteers, many of whom come from the Senior Services program, also administered by WCAP. . . .Staff worked closely with a clinical child psychologist to develop a curriculum designed to equip our Supervisors to ensure an emotionally and physically safe visit for each child served.*

Community Action Commission to Help the Economy [CACHE] **Parenting Programs**

CACHE provides vital services to strengthen and to support family stability: the Parent Aide Program provides advocates to support stability where there is a risk of foster care placement; Parent Education Program provides services to parents in need of support to develop a nurturing family environment, and the Independent Living Program is for youth. These services did not fully address a gap in the broader community and needs among other populations. Parents who were not in crisis or didn't have an open DFS [Family Services] case may require less intense service than others. Some parents were reluctant to request help; others were interested in ongoing support for behavior change after completing an intervention program. To address these needs, CACHE established Parents Anonymous. CSBG funds oversee administration, and monitor and evaluate outcomes. Within the context of a support group, parents find a caring, supportive environment where they can learn new parenting strategies and create long-lasting positive changes in their families to stimulate positive emotional growth and development. This community-based program consists of a weekly, self-help group co-led by parents and a professional facilitator trained in the P/A model. Parents can join at any time and attend for as long as they wish. The program respects the diverse backgrounds cultures and interests of families, and offers an alternative to families needing help but reluctant to become involved with county Family Services.

Sullivan County -Liberty

Lack of available public or other transportation is also a significant barrier to self-sufficiency, particularly for the elderly. Both Albany and Oswego also indicated operation of programs which address this impediment.

People's Equal Action and Community Effort [PEACE] **Transportation**

County South Family Resource Center serves the southern part of Onondaga County, an area an average of 20 miles away from the nearest city, and considered rural. There is no public transportation except for a small daily round-trip commuter bus. Responding to this lack of transportation and recognizing isolation and safety issues at hand for residents, resource center staff formed a volunteer medical transport service called FISH: *Friends in Service Here* - modeled after efforts in other communities. A collaboration of local churches, our resource center, and volunteers enables residents to be driven to medical appointments. It is managed by one of the local churches. CSBG funds were used for the phone line installation, which made the service possible. Thirty volunteer drivers from 2 communities signed up to drive one day each month. Monetary donations from participants pay for the occasional mileage reimbursement request. Outcomes include better health and dental care for seniors and families; and accessibility to such resources as physical therapy and counseling. CSBG funds also supported mailings and the phone line making our community healthier and safer, and alleviated of the barrier of isolation, connecting people to the medical resources they need.

Onondaga County -Syracuse

Connecting people to programs and services is often the vital association which makes the difference between a life on the edge of dependency or isolation, and a life related to the wider community, particularly in rural areas. People in less-densely populated areas face distinct problems: poor access to assistance such as fire and ambulance service; lack of public transportation, and isolation.

Opportunities for Chenango [OFC]	Public Safety

Some Chenango County residents live in the City of Norwich and the 22 scattered towns and villages. However, much of the population live in isolated areas surrounding these towns and villages. Many house numbers are not posted on roads, lanes, or are clearly marked. Persons over age of 60 constitute the fastest growing cohort of the population. Most still reside in their own homes and many in remote areas and can not get out to "flag down" emergency vehicles. This makes response time for Sheriff, Fire, Ambulance and other emergency personnel higher than average. Since area Fire and Ambulance companies provide Mutual Service Aid in neighboring communities, they are often providing assistance in unfamiliar areas. The Retired Senior Volunteer [RSVP] Program provided over 500 Emergency Beacon bulbs – lights that blink when turned on – throughout Chenango County's remote areas. These blinking lights will assist emergency personnel in locating families, especially elders, in distress, and cut down on response time. Families feel more secure that their emergency needs will be responded to in a timely manner.

Norwich

[See pp., 91, Seniors, for additional information on RSVP volunteers.]

A single, teen parent of a 1-year old came to CAA seeking assistance with transportation in order to continue college classes in a neighboring county. She lives in a large rural county: limited public transportation resulted in a 90-minute commute to the college. Using the family development approach, an assessment and goal plan were developed. On a short term basis bus tokens were purchased to assist with transportation and she completed the first semester of college. During assessment, we determined that she was living in an abusive and unstable household. Through a process of information and referral, advocacy, and supportive counseling, she moved to a safe and affordable apartment and obtained a full-time job. Since then, she purchased a car through the CAA vehicle loan program. Although it was necessary for her to delay her college education, she has since enrolled as a part-time student. CSBG funds were used to support goal planning and family development activities.

Using a holistic approach, particularly combined with Family Development, grantees often find CSBG funds are a key element in creating partnerships and linkages that can connect people with services and programs that will meet their need.

[See pp. 111-114 for additional grantee-submitted personal narratives that respond to Goal 1, for further information concerning customer self-sufficiency.]

Health — Category 9

About a dozen grantees reported activities related to health concerns. Three of these were in the realm of 'health education', which included HIV education at Nassau and Yonkers, and general prevention information on the Shinnecock Reserve. In Livingston, First Steps, a delegate agency, addressed the issue of low-birth weight babies through prenatal care for pregnant women, enrollment in WIC/Medicaid, and connection with physicians, helping women to deliver healthy babies. The program highlight below, from EOC Nassau, focuses on infant mortality for women of color.

Economic Opportunity Commission of Nassau	Preventing Infant Mortality

The village of Hempstead continues to report record levels of high infant mortality rates for women of color. In response to the high rates, EOC Nassau coordinated two, 6-week Parenting Skills series for pregnant and new mothers in the spring and summer of 2004. Topics included Nutrition/Cooking, Relationships, Discipline, Pre-natal Care, Substance Abuse, Lead Poison, Perinatal Mood disorders, DSS and HMO's, SIDS, Tenants Rights, Baby Blues, Pregnancy & Exercise, Child Safety, Why Babies Cry, Beast Feeding, and a Book Club. Facilitators included are partners; local area doctors, nurses from a local Hospital, social workers, Family Guidance Center, an attorney from the Office of Housing and Intergovernmental Affairs, EOC Head Start supervisors, and HIV Program Director. EOC Nassau served as coordinator and program host. The partners provided their time as workshop facilitators and provided donations of baby care items which were distributed to the 23 [spring] and 25 [summer] participants. A graduation ceremony was held for those who successfully completed the cycle, which was measured by a pre-and post-assessment of their knowledge of the topical areas. CSBG partially funded the initiative with Columbia University.

Hempstead

Oswego County Opportunities [OCO] established a health partnership that reaches out to its entire community, and by coordinating . . *activities of the partnership, facilitates accomplishing priorities established by partners and conducts outreach and education for partners. The partnership is comprised of health care providers and human service agencies whose goal is to provide easy access to education, screening, and treatment services for breast, cervical, colorectal and prostate cancers for low-income men and women.*

Greene CAA also participates in a health collaborative: Healthy Women Partnership. *This program is funded through NYS DOH, provides breast and cervical screenings to uninsured or under-insured women ... women with low-income and no insurance are the least likely to seek and or receive necessary screenings. ... a hospital provides a mobile mammography van. ...* [Partners] *include County Public Health, Family Planning, American Cancer Society, two hospitals, County Dept for Aging, a private screening company, and various local medical care providers. Partnership members either refer clients to the program, or provide necessary services ... at their offices. ...* test results are read at reduced costs*. . . CSBG supports this partnership by providing supervisory staff as in-kind to DOH funding, as well as providing administrative staff. ... The goal is to screen 70 women each year . . .*

Often, mental and/or emotional health issues are serious impediments; low-income people often do not have the wherewithal to connect with mental health providers, and costs can be prohibitive. Further, like anyone else, the stigma of this type of illness forces individuals, or families with mentally ill members, to hesitate to get the help they need. Grantees reach out to low-income families through education, as well as direct services, helping them cross those barriers.

Other health concerns are related to nutrition – and diet – and overall impact on health and longevity. A more recent worry is obesity, with childhood obesity giving more cause for alarm. Two grantees reported directly addressing this issue -SCAP in Schenectady, which dedicates its response to youth in its Sojourn House, a program for pregnant and parenting teens, and St. Lawrence as highlighted below.

St. Lawrence Community Development Program — Nutrition/Childhood Obesity

Childhood obesity is on the rise, especially in Northern New York where one survey found that 70% of St. Lawrence County residents are overweight or obese. During the fall of 2003, the Potsdam Neighborhood Center wrote a grant hoping to implement a program called *Eat Well, Play Hard*, an NYS initiative to address childhood obesity by promoting more fruits and vegetables, low-fat dairy, and developmentally appropriate exercise. Through CSBG funds and the grant money, a summer program educated parents in making healthy choices when preparing meals and snacks for their children. Thirty six families, including 77 children, enrolled. Each participated in 7 hour-long workshops conducted by the Food Bank of Central New York, ComLinks [Franklin CAA] Gleaning, Cornell Cooperative Extension, Just Say Yes to Fruits and Vegetables, and the Public Health Initiative. Each of the workshops focused on one of the three Eat Well, Play Hard components. Healthy snacks were prepared and eaten, and everyone received informational handouts along with a variety of recipes using fruits, vegetables, and low-fat dairy. After completing each workshop, each family received a $10 voucher to purchase fresh fruits, vegetables, or low-fat milk at a local store. When the program was evaluated, the majority of families reported their children ate more fruits/vegetables, increased their activity as a family, and switched from whole or 2% milk to 1% or skim. Families have continued to serve low-fat milk to their children. Because of the program's success, we were invited to present how we adapted Eat Well, Play Hard to 50 other agencies at the annual conference of the Food Bank of Central New York in October.

Canton

Health problems have a major impact on entire families, particularly when one or more members becomes responsible for caregiving. The highlight below from Chautauqua Opportunities describes that response.

Chautauqua Opportunities — Alzheimer's Service Program

The NYS Department of Health provided $9,200 in funding for the COI Alzheimer's Community Service Program. These monies, along with CSBG funds, are being used to improve and expand educational opportunities available to all area home care agencies and nursing homes. The service is available to the public as well, and is free of charge. Services are also available on an individual basis. An RN-Alzheimer's Specialist recently completed the "Support Group Facilitator" training, and started a local support group for families of individuals suffering from Alzheimer's disease. Most recently, COI collaborated with the Alzheimer's Association of Western New York to present a *Lunch and Learn* session targeted toward individuals who just need to make contact with others experiencing similar difficulties.

Dunkirk

A support group to deal with this illness was also reported by Rockland CAA.

Grantees also assisted consumers in applying for statewide health insurance coverage, and in Ulster county, staff *combined efforts and resources with 2 health insurance representatives who come to the office twice a week to meet with consumers in need. The health insurance representatives acquire Medicaid, Family Health Plus, Child Health Plus and Healthy New York for consumers and their families.* Through personal narratives, many grantees detailed their experiences in connecting customers with health care providers.

Youth — Category 10

Information on Youth programs was requested specifically by NASCSP for inclusion in CSBG-IS.

Of the 257 individual APR-Section C responses in all requested categories: Program and Agency Accomplishment, Innovation, Mobilization-Linkages, Youth/Senior Accomplishment, information from 36 grantees contained information on over 50 grantee-operated youth programs; these reports cut across categorical demarcations. Youth programs focus on employment, education, recreation, emergency response to at-risk youth through safe houses, transitional housing, intervention with the criminal justice system, as well as anti-violence, and some health initiatives. These programs are microcosms amid the spectrum of programs operated for adults and in addition, many youth require the protection of adult society and the legal system. Although a few grantees noted that they did not operate programs specifically geared toward youth, it is evident that most grantees focus directly on youth, in the hope that poverty and its consequences would not be visited upon a new generation.

Education is often a good place to start, in order to provide young people with an academic, and personal foundation upon which to grow. One such program is highlighted below.

Lewis County Opportunities — Youth Education & Development

Lewis County Opportunities' CAREERS Program [Coordination, Assessments, Resources, Experiences, Exploration, Referrals and Support] helps youth 14-18 years old, and who are experiencing a variety of life challenges, to stay in school to complete their education. The program exposes students to possible occupational pursuits, secondary education, and eventually obtaining and retaining employment. This is accomplished through one-on-one interaction between counselor and each student participating. CAREERS is designed to accommodate up to 20 students who are referred by school guidance counselors or other counselors at area human service agencies. CAREERS is funded under the Workforce Investment Act; however, the program also relies upon CSBG support to sustain its operation. The program collaborates with the local *One Stop* to encourage a seamless approach to services. To meet its mission, CAREERS targets several core program areas related to academics such as tutoring, study skills training and instruction, and alternative secondary school services i.e., obtaining a GED.The program also focuses on occupational development such as internships and job shadowing, occupational skills training, leadership development, adult mentoring and summer activities that are linked to academic, occupational training or employment activities. During FFY 04, 15 "at risk" students enrolled in the program and included students from each school district within the county. Given their difficult home lives, many of the students needed help with basic life skills before they could start thinking about earning a high school diploma or focusing on occupational development and eventual employment. Common issues included poor self-esteem and other identity or emotional issues, some of which were very serious. In many cases, it literally took months just to cultivate a relationship of trust with each student. However, once this was established, most of the students gradually began to warm to what the program had to offer. To date, results have been encouraging. Most of the participants have shown significant progress with their school work – improved grades, increased attention to their school work, and awareness of the importance of researching and developing vocational interests. In 2003-04, two participants achieved a high school diploma; one chose to pursue higher education, and directly credited the CAREERS Program in the decision to pursue college education. The program also received credit from schools and other human service providers for innovation and effectiveness in helping at-risk students redefine their lives.

Lowville

In Nassau, as highlighted below, a comprehensive youth employment program focused specifically on at-risk youth.

Economic Opportunity Commission of Nassau	STEP Youth Program

EOC-Nassau received a small grant from the County DA's office to provide job readiness and employment services to at-risk youth. The funding, which is a small portion of a larger federal prosecutorial grant to the DA's office, emphasizes gainful employment as a means of keeping young people out of trouble and offering an alternative to incarceration. The STEP [Success Through Education and Preparation] Program provides career counseling, résumé writing, interviewing techniques, computer training and dress for success components. Two job fairs hosted annually drew more then 30 potential employers and several hundred youth. CSBG partially funds the program: the training is done in our Hempstead office where several staff are paid with CSBG resources. In addition, materials are developed through our design center and outreach for program participants is coordinated through our local family development centers and head start network. Once employed, the youth contribute to the local tax base and support the local economy through purchasing of goods and services in our community.

Hempstead

Youth education and employment included summer programs, such as one in Rochester, run by Action for a Better Community, which collaborated with the local Urban League to operate a summer employment program that provided training, developing skills, résumé-writing, career exploration, and exposure to the local community college. Tompkins CAA also operated a Workforce Investment Act collaboration to train young, new workers who are either still in school, or who are not college-bound. This program was also linked with the school system, and included mentoring, skill training, and leadership and development activities. Key CSBG-funded staff participated in the lengthy planning process, and the grantee will carry out the in-school aspect of the program. CEO Rensselaer used CSBG funds to continue the YouthBuild program, which provides training in the building trades.

JW was 16, unemployed, technically homeless and out of school, when he enrolled in the CAA WIB-funded GED/job experience program last November. Thin and withdrawn, he appeared for work each day – more we suspect – to eat than to work. Initially he was caught stashing food in various locations and concealing it when he left at the end of the day. Although against agency policy, JW was not reprimanded, but was encouraged to simply ask before taking anything. Over the course of several weeks, JW became less withdrawn and began to smile as his body began to fill out and strengthen. By late spring, his desire and ability to work was documented and although he had not yet tested for the GED he was offered a position with a private local landscape company. JW did well in the new position until he became involved with a young woman. Needless to say, this resulted in him losing his job, in addition to getting him in minor trouble with the law. JW was sentenced to community service hours, bringing him back to the agency, since this CAA administers an Alternative Sentencing program for the county. Wanting to keep him close and get him back into the GED program, JW was assigned to complete his community service hours at CAA. When JW almost completed his hours, a mason came in, asking if we knew of anyone who needed a job and was willing to work hard. He explained that when he came to CAA last year when he had knee surgery and could not work, we were there for him. JW was introduced to the mason, who was hesitant, due to JWs age but agreed to give him a try. Three months later, JW is now an apprentice mason, learning a career and not just working a job. As for his GED, JW plans to return to class.

Last year, we reported on this employment training program as a summer program; this year, extended to a full year, it focused on year-round jobs and long-term careers.

ProAction of Steuben-Yates — Yes! Careers

Pro Action, in partnership with various private sector employers and educational institutions in the region, developed the *Yes! Careers* program, a comprehensive youth employment training and placement program targeting out-of-school and disadvantaged youth ages 17-21, as an alternative to traditional youth employment programs. Yes! Careers participants don't just get jobs, they build actual employment skills and enter specific personalized careers leading to sustained employment with wages above the typical employee of the same age bracket. Funded by Work Force Investment funds through Chemung - Schuyler- Steuben Workforce NY, Yes! Careers program design breaks local youth programming tradition due to its new partnerships with private industry and its focus on long-term careers. Typically, locally funded programs provide its youth participants with minimum wage paid work experience at organizations in the public sector where there is little chance of meaningful skill development and/or long-term employment. However, Yes! Careers, offers participants the chance to develop basic employment skills through its Foundations Track [Pro Action's Employment Skills Enhancement Program], and then gives participants options to pursue their desired career by either paid on-the-job training or scholarships for higher education in a specific Career Track. Program participants are hired directly by the employers and each employer is reimbursed for on-the-job training costs through established training agreements. The new relationships with the private sector are key to this program's present and future successes. Private sector partners include health services, construction apprenticeships, food services, hotel and hospitality and tourism businesses. Yes! Careers is part of Pro Action's Employment and Training Department, supported by CSBG funds.

Bath

Helping youth find their way in life is not only a job of educators. Young people who have been left homeless, or who face involvement with the criminal justice system not only need the protection of adults, but they need guidance and instruction in life skills, in many cases. Assuring safety as well as providing training for adulthood are objectives to which numerous grantees ascribe. This program highlight from Sullivan is a good example.

Community Action Commission to Help the Economy [CACHE] Independent Living Program

A special focus has been on improving services for youth and continuing to prevent foster care placement. Using CACHE CSBG administrative funds, an innovative independent living program was implemented to provide life skills training for teens before leaving home. Youngsters are referred from [Family Services] DFS and self- referral. Many are 13-14 year olds preparing to leave home by age 16. Training is provided in life skills and independent living in the areas of finance, budgeting, job search, home management, safety, decision making and choice, health and hygiene. The Parent Aide program and Parent Education program provide referrals and in-kind resources to aid in training. Other groups such as Cornell Cooperative Extension also assist in providing in kind services such as instructors in areas such as budget counseling and food preparation. DFS provides in-kind referrals to these services. Results/Impact/Outcome: Participants receive training in basic life skills and are prepared to live independently of families that are at risk or dysfunctional. Institutional placement is avoided and many youngsters remain in school.

Sullivan County - Liberty

Other types of programs include those which mentor young people, such as Big Brother/Sisters; examples of which were submitted by Delaware, Otsego, and Dutchess. Additional programs speak to more insidious problems faced by young people: violence and abuse. In this, Wyoming CAA indicates a response to a problem which is becoming more widespread.

Wyoming Community Action	Violence Prevention

The Outreach and Prevention for Youth [OPY] program of WCCAA partnered with United Way and an elementary school to bring youth a violence prevention program. The program is entitled Team Building and Self-Esteem and it addresses concerns of bullying and teasing. The OPY Specialist visited the school on 3 occasions, each time meeting with an entire grade level. The first visit included activities which helped youth get to know each other better and an opportunity to be work together respectfully. A team charter is drawn up and all class members initial it, indicating their willingness to get along. The second visit includes challenges which require teamwork and recognition of others feelings. The third visit focuses on self-esteem and feeling positive. Raising self-esteem is a preventative to becoming a victim of bullying. The students are asked to complete an anonymous written evaluation of the program. Teacher evaluations reported that they would participate in the program again in the future. Through the partnership of CSBG, United Way and the school district, this violence prevention program is provided to students in an entire grade level. This program has been replicated by WCCAA in other Wyoming County school districts.

Perry

A pregnant 15 year-old living in an unstable family in a rural community greatly improved her situation thanks to parenting education services provided by our program. Child Protective Services had been involved in this young woman's life since her infancy. When she began, her emotional, medical, and financial needs were not being met. After several months of sessions she learned how to advocate for herself and her unborn child. She took the initiative to call Social Services to arrange custody and to reassign a death benefit and income from her father to a more appropriate guardian; this greatly improved all aspects of her situation. She now has consistent medical care, prenatal vitamins, and has improved her nutritional status. The father of her unborn child also began attending our program's educational sessions with her. They have also learned and are now practicing new communication and conflict management skills learned in our program as they set the stage for a far more stable home life for their unborn child than this young woman had during her youth.

Recreation is another youth program concentration. Several general recreation programs operate year round, others only operated during the summer. At least 5 grantees reported operation of summer camps, or underwrote funding for youth and children to attend summer camps. Yonkers extended its camp 'season' to 10 weeks to assist working parents who had difficulty filling the gap between camp and school. Recreation programs provided children and youth with opportunity to relax, and enjoy the summer, or their after-school times. Some youth were employed as camp counselors. For after-school programs, grantees noted that grades improved, and some young people avoided conflict within the criminal justice system. Other grantees – Orleans and Columbia – employed youth to perform agency-wide activities and assistance, such as working in a community garden, or helping to paint a community center.

As noted in the section on Advocacy, several grantees sponsored area-wide youth fairs and similar gatherings. [See pp. 76]

Seniors — Category 11

Information on Senior programs was specifically requested by NASCSP for use in CSBG-IS.

Services with and for seniors were identified among program and agency accomplishments, innovations, and as mobilization/linkages, as well as in this category, for which they were specifically requested. Many programs for senior citizens crossed lines among housing, nutrition, and self-sufficiency.

The following analysis of senior services from Warren-Hamilton CAA comprehensively describes conditions and problems faced by the senior population, and those who serve them:

Warren-Hamilton County Community Action Agency	Services to Elderly

Over 18% of the customers listed on the Warren-Hamilton CAA database are senior citizens. By observing the customers using agency supplemental food programs, it became obvious that the percentage of seniors accessing agency services may be as high as 30%. Senior citizens for very different reasons, are as difficult a population to serve as are youth. For many, pride is an obstacle, for many more, revealing personal information such as income and social security numbers is a larger obstacle than pride. Community Action has tailored it service delivery procedures in order to help seniors and the general population to feel comfortable with accessing Community Action and community resources. Through a partnership with Office for the Aging and Warren County townships, transportation is provided to seniors without it being necessary for them to complete an intake and reveal personal information. Although this transportation is geared towards medical appointments and other necessary destinations, the senior vans always stop at CAA so that the seniors can access the supplemental and co-op food programs funded through CSBG. These programs are accessed also without completing an intake. Those riding the senior vans quickly become comfortable with the CAA drivers and their weekly visits to the agency. Over the course of time, situations such as the need for food stamps, a broken furnace, become known to the drivers or pantry staff. Although these services require detailed personal information, in most cases the seniors are now comfortable about sharing this information with staff. Many times the necessary paperwork needed to obtain these services is completed during their weekly visits. If this is not possible, staff are always available for home visits, complete with portable copiers, allowing important documents to be obtained without leaving the senior's possession. Through this unique service delivery not only are seniors assisted with maintaining their independence but also with improving their quality of life.

Glens Falls

Transportation is a serious matter for many elderly; some can no longer drive, and public transportation is simply unavailable, particularly in rural areas. Lack of transportation to essential appointments and for such need as groceries, also leaves many elders living in isolation. In Albany, the grantee reported that its program ... *provides transportation to seniors age 60 and older, for doctor appointments, grocery shopping, visiting loved ones in nursing homes, recreational, and other social activities. Seniors are often referred through other community agencies ... and local health clinics and medical offices. Our community service workers work one on one with seniors to complete an intake form and assess needs, provide referrals, set up appointments and schedule rides. As a result of this initiative, the program provided over 419 rides to 64 seniors during the year.* Onondaga also provided transportation services, as did Oswego [see pp.75].

One New York City program fosters continued independence.

Department of Youth and Community Development

Delegate Agency: Jewish Community Council of Coney Island **Senior Independence Programs**

Approximately $300,000 in CSBG funds were used to provide services to seniors, to improve the quality of their lives and to ensure their independence in their own homes. During FFY 04, over 2,000 seniors were enrolled. Services included: daily telephone reassurance, regular home visits, assistance with entitlements and other benefits, congregate meals on Sundays, educational workshops addressing health and nutritional issues and case management. As a result, more than 90% of seniors remained in their homes, avoiding placement in institutional facilities or nursing homes. The Council established partnerships and linkages with a number of government and non-profit agencies, private foundations, and banks to strengthen and enhance its services. The agency received $107,300 in funding from the NYC Department for the Aging (DFTA) to provide congregate lunches Monday - Fridays for approximately 250 seniors. The private non-profit agency Meals on Wheels received $90,000 to provide food for homebound seniors. NYS OFA-HOMECARE program spent $65,000 on homecare aides who visited the seniors and did light housekeeping and maintenance, serving approximately 600 seniors. A $23,000 grant provided social, cultural, and recreational services at the local senior center, allowing many seniors to participate in center activities. The Senior Citizen Transportation Program, also funded by DFTA and private funds, provided critical access to medical appointments, senior centers and other supportive activities. In FFY 04, more than 2,000 seniors benefitted from the transportation program. While these services were provided through partnerships and linkages, the Council continued to support seniors through ongoing case management, allowing follow-up and coordination of all services. Results: More than 1,800 seniors remained in their homes with the help of support services.

New York City - Brooklyn

Nutrition is another important area; availability of one program can make a dramatic difference in a person's life.

[See Nutrition, p. 71].

Adirondack Community Action Program [Essex] **Senior Nutrition**

CSBG staff worked with ACAP Aging Services in applying for and implementing a VitaGrant obtained through the NYS Attorney General's Office. The $150,000 VitaGrant focused on providing cooking classes to improve health and nutrition of seniors, enabled ACAP to upgrade kitchens in 3 Senior Centers, and to purchase vans to transport seniors to and from cooking classes. Seniors attended cooking classes at the 3 sites and received education and materials to support healthy cooking and eating, especially for those seniors who lived alone and didn't take time to cook. The program presented easy options and encouraged seniors to supplement their nutrition needs through our Senior Center daily meals. The upgraded facilities and vans will be used as ongoing support for seniors to access these services, increasing their ability to maintain an independent living situation.

Elizabethtown

J, a widower in his 80's with no family support system, participates in a Senior Meals Program. J was overwhelmed by life after losing his wife of 62 years. His social security income is small. Socially isolated, he rarely left his house, battling diabetes, heart disease, existing on cold cereal and tuna sandwiches. To prevent admission to a long term care facility, J's physician referred him to our home delivered meals program. Initially, J received home delivered meals 5 days each week. As his physical and mental health improved, J began to attend the Senior Congregate meal program in his town 2 days a week. He is involved in social, recreational, and nutrition counseling activities. As a result of his involvement in the CAA home delivered and Congregate meal programs, J continues to live independently, has developed a peer support network, has his diabetes under control, and has enough money to pay for needed heart medication.

As noted, several grantees sponsored or operated the VITA [Volunteer Income Tax Assistance] program or the Tax Counseling for the Elderly [TCE] program. Albany, Chemung, Fulmont, Lewis, and Jefferson reported these programs; as a result, seniors were able to make better use of their often-limited incomes. [See pp. 63].

> M, 60, ... is a senior involved in our tax counseling program. She is aging out of the job market, has a limited income, and few personal and social resources. In a letter thanking our volunteer tax preparer ... [she noted] how the dedication of one volunteer tax preparer helped change her life. In November, 2001, [when] Ms. M left her abusive, controlling husband ... [she] was forced to give up her home and vehicle. Her very limited income required her to live in subsidized housing in the city and walk to work. While she was married, Ms. M's husband handled finances and the taxes ... [and she never saw a tax refund]. When Ms. M came to us . . .she was worried that, yet again, the IRS would keep her refund . . . [the] tax volunteer ... encouraged Ms. M to complete the correct forms and send them to the IRS. Ms. M cautiously did as the volunteer suggested. In the latter part of May, ... Ms. M received a substantial refund, with which she bought a car to travel to work ...
> [excerpt]

Seniors are also volunteers. As followup to last year's report, Greene noted that its Senior Companion program continued in an *average month during FFY 04 to provide 3,500 hours in support of homebound and institutionalized seniors. Their volunteer hours are valued at $35,000 per month. This September marked the 14th anniversary of our Senior Companion Program, and our volunteers each received acknowledgment from the President's Council on Volunteer and Civic Service for their efforts*. Similar efforts are underway in Chenango County, under the Retired and Senior Volunteer Program [RSVP], a program which also operates in Columbia County.

In Columbia, *COI has 20 RSVP volunteers assigned to a local day care center. Some of these volunteers help run a rail road station snack bar. They prepare and sell sandwiches, snacks, coffee, and soda as well as magazines, newspapers, and books. Profits from the snack bar are used to fund scholarships for low -income working families and purchase equipment for the day care center.*

In Chenango County ... *the American Red Cross benefitted from 5,293 hours of service provided by RSVP volunteers. Seniors volunteered at blood drives, providing educational programs, and helping to provide local families with shelter, food and clothing following disaster. Four RSVP volunteers traveled with the American Red Cross to Florida to help with hurricane disasters. Over 7,000 volunteer hours were spent serving meals to home bound seniors and at local senior centers. This home-delivered meal program is staffed exclusively by seniors and 200 meals are delivered daily. Over 6,640 hours of volunteer service was provided in the Friendly Neighbor program. Since public transportation is unavailable in much of Chenango County, seniors transported their senior 'neighbors' to and from doctor visits, grocery stores and recreational activities.*

Grantee Accomplishments and Innovations

Section C of the APR requested narrative information specifying grantee accomplishments and innovations. These narratives enhance the data, allowing grantees to describe local operation and activities in more detail, as well as to illustrate connections between goals and community impact. The following examples are those which most effectively illustrate the goal and associated outcome measures.

For these accomplishments, 6 grantees did not have an accomplishment to report; 37 grantee reports selected goal 2, 13 responded to goal 3. The majority of the goal 2 responses focused on housing, and increased access to services.

Community Accomplishments Goals 2/3

Goal 2- The Conditions in Which Low-Income People Live Are Improved

Goal 3- Low-Income People Own A Stake in their Community

Goal 2

Cattaraugus Community Action [CCA]	Salamanca

CCA became involved with the Village of Franklinville in the spring of 2004 to assist its community revitalization efforts, with a special focus on the Park Square District. This historic district is distinctive, composed of 19th Century commercial brick buildings that abut or are closely spaced around a circular grassy, treed area. While the district is truly an historical gem and is uniquely designed, the beautiful buildings are aging and becoming dilapidated. Many of these mixed-use buildings act as the homes and the small businesses of low-income people. CCA staff completed and submitted a CDBG application for funds to rehabilitate some of the most deteriorated housing units in the community: a group of rental units occupied by low and very low income tenants. Funds of $138,942 were awarded for this application, allowing CCA to work in the capacity of grant administrator and construction manager. Rental units targeted by this program are located above small storefront businesses situated in the heart of the Park Square district. Occupants of the 2 commercial storefronts and the 4 residential units are all low-income. CCA will rehabilitate these units, all of which were determined to be moderately to severely substandard; in so doing, safer housing is available for low-income persons. Low-income business owners will benefit from economic development activities and CCA will have forged a lasting partnership with a vital community. CSBG funds were used to research and prepare the Small Cities grant application that resulted in funding for this project.

Community Revitalization

Department of Youth and Community Development — Brooklyn

East New York [a Brooklyn community] is an economically depressed neighborhood that needs both greater coordination of services and additional programs to support youth development and leadership. The ABC Farm Program was designed to address these issues by coordinating activities of local farmers and directly linking them with neighborhood residents. Local farmers benefit and improve the community economy, low-income residents gain access to fresh and affordable produce, and neighborhood youth are employed in a creative and innovative program. The CSBG-funded Local Development Corporation provided technical assistance and entrepreneurial training. As a result of this assistance the seasonal farmer's market, composed of small family farmers and local micro-entrepreneurs, sold their produce and products directly to local consumers. The market includes 22 vendors who sell an assortment of fruits, vegetables, baked goods, crafts, ethnic-style cooked foods, and clothing [new, used, handmade.] Linking with another program, the ABC Farm Program successfully trained and employed 20-25 youth in a sustainable urban agriculture project. The support given by LDC resulted in a steady increase in sales revenues. According to a vendor study conducted in 2002, more than 85% of ABC Farm vendors were women, and almost all were minorities. In 2003, cumulative vendor sales exceeded $81,000. About 88% of sales went to customers using Food Stamps or the Farmer's Market Nutrition Program coupons. This program successfully impacted on the community by stimulating the economy, providing quality services, and developing a youth a program that offers employment, education, and leadership training.

Urban Farmer's Market

[See also p. 72]

Mohawk Valley Community Action [Oneida] — Rome-Utica

In a partnership with Housing Visions Unlimited, Inc., the MVCAA Housing Division assisted in a rehabilitation project in the Mayfield neighborhood of Utica. To date, 26 buildings were completed, providing new beginnings for 71 households. The dream of living in a beautiful, safe home at an affordable price, regardless of income, is now a reality for 71 families. They joined in cutting the ribbon to celebrate the opening of "Kembleton" in Utica on September 24, 2004. CSBG was involved in planning and coordination. Beyond the physical creation of better housing, is the profound change in each neighborhood. For example, during the 12 months preceding the start of our initial construction project in the Utica neighborhood, there had been 2 murders and 2 arsons. In the three years since the beginning of the project, there have been no murders, no arson, no major crimes and a significant decrease in lesser crimes. The neighborhood has turned into a safe community with genuine pride. Residents have embraced the community and have made it their own by planting flowers, displaying holiday lighting, holding neighborhood parties, planting a community vegetable garden, and creating a small park. This is more than just affordable housing; this is revitalization for the long term.

Community Revitalization

Saratoga Economic Opportunity Commission	Saratoga Springs

This year 708 individuals [unduplicated count] were exposed to issues and orientations of cultural diversity as a direct result of EOC initiatives. Much of the target audience were white adults not normally exposed to people of color and unfamiliar cultural orientations. We sponsored fall and summer diversity celebrations in downtown Saratoga Springs featuring a blend of dancers, drummers, artists, and speakers. Although the true effects of these initiatives are difficult to measure, observers consistently noted that the community should hold more events like this. We believe that true appreciation and understanding comes from exposure and familiarity between people and cultures. These events achieved these goals in Saratoga.

Cultural Diversity Training

Seneca Nation of Indians	Salamanca

This past fiscal year a new housing rehabilitation program was developed in response to a community need. This need has been well documented in public surveys, CEDS [Community Economic Development Strategy] and numerous community meetings. Funds were appropriated and a committee was developed to manage this program. The funds provided rehabilitation assistance and, in some cases, new home purchases for community members with homes in disrepair. To assist with efforts, the Tribal Advocate Program [funded by CSBG] was used as a resource to reach out and identify community members who could benefit from this program. This housing program helped to alleviate the sub-standard conditions or lack of housing that has plagued our community for so long. The rehabilitation program, assisted by Tribal Advocate staff, assisted 8 families thus far and will continue to meet critical community needs, and provide improved living conditions for many families.

Housing Rehabilitation

GOAL 3

Cayuga-Seneca CAA	Auburn

For the past 4 years, Cayuga/Seneca CAA has provided a forum for low-income residents to express their views and concerns about their community. Our Annual Speak Out has grown over the years and this year enjoyed the attendance of an aide from our Congressman's office, representatives from the County Legislature, Auburn City Councilmen, and City of Auburn Planning and Economic Development Department, who administer city CDBG entitlement funds. This turnout demonstrates the CAA's consistent progress in getting the voices of our low income community heard by local elected officials. CSBG funds covered the cost of invitations, child care, refreshments and other associated planning costs.

Citizen Participation

Lewis County Opportunities	Lowville

Background [first reported in FFY 03]: Kids of Castorland is a grassroots organization comprised of residents in this rural community: population approximately 200. Driven exclusively by volunteers, the organization's principal mission is to build a community park within the village that will be a safe, accessible outlet for family recreation and community social activities. The village is the only incorporated municipality in Lewis County that does not lie within close proximity of a school or other community facility that could be used for similar purposes. In 2002, Kids of Castorland began raising funds to create the park, mainly through monetary or in-kind support from within the community. Given the unincorporated status of the organization, and need to secure additional grant funding to build the park, Kids of Castorland turned to Lewis County Opportunities in 2003 for help. The result was an informal partnership: Opportunities committed technical and fiduciary support to Kids of Castorland in efforts to create the park. Outcome: CSBG FFY 04 funding was crucial in our ability to provide this support, which involved assistance with at least 4 grant proposals, and oversight of revenues and expenditures for the project. In August work began on actual construction of the playground and surrounding park, which at the time of this writing, is nearing completion. As a CAA, Lewis County Opportunities is committed to assisting Kids of Castorland in its continuing efforts to complete the community playground and park project, anticipated in Fall, 2004.

Citizen Participation

Opportunities for Otsego	Oneonta

The mayor of Oneonta contacted our CAA in the hope of creating a partnership which would assist lower income families in purchasing their own homes. Much of the city's housing stock is substandard, and many local families cannot afford to purchase and repair these homes. Through this partnership, a grant was obtained to provide homeownership counseling and financial assistance to lower income families looking to purchase their first home. The result has been a win-win situation for eligible families and the local community. Substandard housing is brought up to code, neighborhoods are strengthened, and low-income families own a greater stake in their community. This effort has been leveraged with other housing programs provided by this agency. Without the availability of CSBG funding, the infrastructure and experience needed to operate these programs would not exist.

Home Buying

St. Lawrence Community Development Program	Canton

Volunteers in the Star Lake community successfully developed an Information Center to promote tourism in the area. The Center is located in the same building as our agency's satellite Neighborhood Center. The low-income volunteers from our Center are also helping to run the Information Center. Volunteers handed out pamphlets and booklets about the area. They have also provided historic information about the area, and directions to attractions many visitors may not have known about. In the meantime, our Center continues to offer services to low income families throughout the area. Our volunteers are pleased that they have been included in this project and feel that they have contributed to its success and the success of their community.

Volunteer Community Service

Agency Accomplishments — Goals 4/5

As indicated by grantee APRs, accomplishments ran the gamut of creative and interesting community partnerships to the many ways that organizations created fine-tuned management, increased access, and improved internal systems and communications.

Goal 4 Accomplishments ran the gamut of local and regional partnerships and collaborations for programming especially in housing, employment, education, nutrition, and self-sufficiency. Housing and homeless coalitions were most numerous, and were reported as innovations as well as Goal 4 accomplishments. Partners ranged from local DSS, DOL, and DOH branches, other local service providers, churches, local charitable foundations, banks, supermarket chains, and colleges.

Increased agency capacity, as indicated in most of the Goal 5 accomplishments resulted in better and more effective services to the low-income community. Goal 5/Increase Capacity accomplishments comprised about 60% of agency accomplishments, innovations, and linkages. In addition to those related to technology and computers [see pp 101-2], grantees also engaged in staff and management training, agency re-organizing, re-developing service delivery and customer service systems, consolidation of internal systems, staff evaluation, development of employee handbooks, needs assessment and agency evaluation, strategic planning, development of a strategic agenda, including board involvement, grantee site relocation, expansion of services to a new area, expansion of advisory boards, program expansion through new funding, increased access to programs, new program development, technical assistance to delegate agencies, and improved fiscal operations.

Goal 4 - Partnerships among Supporters and Providers of Services to Low-Income People Are Achieved

Goal 5- Agencies Increase their Capacity to Achieve Results

Goal 4

Opportunities for Chenango	Norwich

In January, 2004, OFC began working with some new community partners in pursuit of an economic development project, called Bullthistle Rag Enterprise. It is an effort to provide training to marginally employable people while providing incubator, studio, and training space for textile and fiber artisans and micro-entrepreneurs. Together with Catholic Charities of Chenango County, County Chamber of Commerce, CDO Workforce [WIB], County Planning Department, Cornell Cooperative Extension, Christian Neighborhood Center and a variety of textile and fiber artisans and producers, OFC developed a 3-phase strategic and business plan to launch the project. Grants were submitted to Appalachian Regional Commission, Wachovia, and Neighborhood Reinvestment Corporation. Bullthistle Rag Enterprise was represented at Dairy Days in August and at Colorscape Chenango in September. Focus groups and surveys identified needs of micro-entrepreneurs. The first training for Micro-entrepreneurs was held in September at Cornell Cooperative Extension; the second will be held in November. The Christian Neighborhood Center, USDA, OFC, and several banks have been meeting to put together the guidelines and funding for a Micro-enterprise Revolving Loan Fund to be launched in January, 2005. In the first quarter of 2005, the Textile Study and Incubator will be opened at Catholic Charities Roots and Wings Center. Expansion beyond the textile and fiber fields is anticipated.

Economic Development Partnership

Columbia Opportunities [COI]	Hudson

COI Teen Program participates in a county wide PINS [*persons in need of supervision]* Diversion Services program. When a PINS petition is filed, a Probation Officer meets with youth and family for intake and assessment and who are given the option of participating in a Diversion Services meeting, which is voluntary, instead of filing the petition immediately in Family Court. At the PINS Diversion Services meeting youth and family work with community services providers, school personnel and others. An assessment is developed with input from all parties. The goal is to formulate a plan of action that the youth agrees to. The plan may involve school attendance, following reasonable household rules, parents attending parent education classes, individual and family counseling, and even mediation services. The young person then remains on an informal Probation Intake for 90-180 days. Progress toward goal attainment is monitored by the assigned Probation Officer; if things go well the case is closed without the family having to enter into the Family Court system. Over 50 potential PINS cases were diverted in the last year. Other partners include the local Youth Bureau, Mental Health Center, LDSS, Probation Department, Rape Crisis Center, and Mental Health Association. Members meet weekly with new families and provide immediate intake for available prevention services. Partnering agencies provide staff with expertise in youth development, delinquency prevention, teen pregnancy prevention, child welfare and knowledge about community resources. Several teens have joined COI's Youth Outreach and Homework Help Program directly through this initiative. CSBG funds support operation of the Teen Program.

Diversion Program for Youth

Schoharie County Community Action Program	Cobleskill

Schoharie CAA took the lead and formed a County-wide Citizens Corps last year, with the committee chaired by our Community Services Director. Citizen Corps members include Salvation Army, Local Ambulance Corp, Office For the Aging, SUNY Cobleskill, Red Cross, Public Health and Emergency Management Office. Our CAA recruits and maintains a directory of volunteers in the event of disaster. Flooding was identified as the number one disaster in our communities, but in case there is a terrorism event, ongoing training and mock drills are taking place. A successful mock drill was held over the summer to practice administering vaccinations because of smallpox. Our CAA recruited most of the volunteers for the mock drill, which was held at the local college. The CAA was the central agency in charge of volunteer recruitment.

Community Citizen Participation

ProAction of Steuben and Yates Counties **Penn Yan**

Since 1996, ProAction successfully operated a Family Resource Center in a very remote, small village in Steuben County. The center was initially opened using OCFS-administered William B. Hoyt Trust Fund monies. These dollars target prevention of family violence through provision of family support programs. In the fall, when OCFS issued an open competitive RFP, ProAction applied to sustain existing services, including food pantry, parent/child socialization, on-site WIC clinic nutrition programs, information and referral, parenting education, and summer recreation. Additional funds were sought to add a Family Development home visiting component and develop/formalize collaborative linkages with 2 other resource centers, LDSS, the county Family Court and 3 low-income housing projects in an urban center. In May, 2004 ProAction was notified of a $100,000 award to support this effort. The result was creation of the Family Enrichment Collaborative, which is accomplishing the following: 1. Family support services are sustained in 2 rural communities with high rates of poverty and child abuse. These services [centers] would have closed in June without the grant award. 2. Extended outreach is being offered to the currently under-served low-income population in one of the county's urban centers through satellite programming at low-income housing projects, i.e. parenting education, parent-child socialization with age-appropriate materials and family educators. 3. Relationships with the Family Court and LDSS are being strengthened through addition of the home-visiting component and coordinated linkages with the 3 resource centers for provision of the following: parenting education, customized support of assigned visitation supervisors and families, and increased awareness of the centers as neutral, supportive locations to carry out non-supervised visitation. Home visiting services are targeted to families with risk factors across multiple elements of family life: i.e. employment, housing, education, transportation, parenting. Ultimately, ProAction increased its capacity to achieve results through an expanded geographic reach of services which better positions the collaborative for future funding opportunities and improved cost effective programming through shared staff expertise and resources. With a $5,800 CSBG investment ProAction has leveraged an additional $200,065 in cash and in-kind to carry out this initiative.

Partnership for Family Center

Goal 5

Allegany County Community Opportunities and Rural Development [ACCORD] **Belmont**

ACCORD employs 116 full time and 29 part time staff: this past program year, 52 new employees were hired. ACCORD's training committee developed an agency-wide plan to include 40 hour orientation for all new employees. Each month, new employees participate in week-long training that includes the history of community action and CSBG funding, agency mission and values, personal and workplace safety, ethics and professionalism, community partnerships, and review of finance and personnel policies. In the middle of the week, new employees are required to participate in a scavenger hunt, traveling to all program and office sites, and collecting information about ACCORD programs. These new staff then have the opportunity to meet administrative staff and to have lunch with Executive staff. On the final day of orientation, new employees earn their First Aid and Infant and Adult CPR certifications. During this program year, CSBG funds were essential to support the salary of training staff, space, and supply costs.

Staff Orientation

ComLinks [Franklin] CAA **Malone**

During FY 2003-04, ComLinks entered into a Co-Developer Agreement with Housing Unlimited of Buffalo, New York to develop a 20-unit affordable housing community for families in the Hamlet of North Creek in the Town of Johnsburg, Warren County. Previously, ComLinks' Housing Development arm successfully developed affordable housing projects in 4 communities in two counties, Franklin and Essex, using a combination of Low-Income Housing Credit [LIHC] and first position permanent financing from the Homeless Housing and Assistance Corporation [HHAC] and the Housing Trust Fund Corporation [HTFC]. As we became recognized as a leading non-profit housing developer, we were asked to consider developing affordable housing in communities outside of our normal area of operation. In order to do this successfully and to maintain the reputation we earned, we recognized a need to increase our capacity to develop larger projects further from home. Rather than risking our resources on ventures that often require a 3-5 year commitment, we chose to partner with Housing Unlimited to lessen our exposure and increase our chances of success. The result of the partnership between ComLinks and Housing Unlimited is that we were awarded both an allocation of LIHC and HTFC funding from DHCR in September 2004 to develop 20 units of affordable housing in North Creek. The project will not only provide much needed affordable rental housing for working families in the Gore Mountain Ski region, but will further establish ComLinks as the preeminent non-profit developer of affordable housing in the Adirondack/Northern New York region. The co-developer agreement means that we share the tasks and risks of developing this project equally with our partner. This allows us to maximize efficiency of the development process – each partner brings its own strengths to the process – while at the same time lessening our financial exposure, including reliance on CSBG funding, by sharing the burden of up-front pre-development costs.

Housing Development

Newburgh Community Action Committee [NCAC] **Newburgh**

In 2003-04, NCAC, using CSBG dollars, as well as other funding streams, accomplished the agency goal to build capacity by locating in a new site. This relocation enabled improved service delivery as a direct result of improvements in the environment and physical location of the agency. Customers are now greeted by an intake and screening specialist, sitting within the business office, centered directly in front of the doors. As each customer is welcomed into NCAC and its programs, they are taken to the newly established records room, where a confidential intake is started. During this process, the intake and screening specialist identifies which NCAC program can best meet the customer's presenting needs; an assessment appointment is scheduled with the appropriate case manager. With a networked computer at each desk and through the case management database of Tracker, each customer profile is maintained and can be accessed by the current worker, enabling more streamlined and improved service delivery. The relocation has also resulted in improved visibility of the agency through collaborative marketing efforts of NCAC and some of its partners. Hudson Health Plan is currently housed within the offices of NCAC and in addition, the Westchester, Putnam, Orange County Offices of Legal Services are located in the new NCAC site. Working together, an open house introduced the community to the new office space, staff and programs of NCAC and legal services.

Agency Relocation

Statewide Migrant/Farmworker Organization Rural Opportunities	Rochester

Rural Opportunities, Inc. [ROI] developed an 8-point strategic agenda that will guide policy-setting objectives through 2005 and beyond. To actively involve the Board of Directors in the implementation of the strategic agenda, several critical tasks needed to be undertaken. CSBG resources assisted the ROI Board of Directors in developing the skills necessary to provide policy-setting direction through creative and relevant leadership in executing the strategic agenda. Working with expert consultants, ROI developed a timeline and work plan to help Board members understand the steps necessary to implement the strategic agenda. The first task addressed was creation of an emergency succession plan for ROI executive staff. Next a branding/marketing plan was developed to assist ROI in telling its story in a meaningful and powerful way so that ROI can define itself in the future while maintaining core values established through its 35-year history. A workshop assisted the Board and leadership staff in designing measurable outcomes for selected strategic issues. In addition, the Board completed an exercise to define the value and contribution of the ROI central office as it relates to program offices and field staff. At its 2004 annual meeting, the ROI Board adopted the 2005 ROI business plan, an integral component of the strategic agenda that is used throughout the year to evaluate the success of each ROI project. Also at the meeting an expert in board development assisted new ROI new board members in understanding their role in strategic planning.

Strategic Planning

Information Technology and Increased Grantee Capacity

As was reported last year, computer technology, database management, internet connections, websites, centralized intake systems, are all elements of the wider revolution in information management and sharing that began with use of personal computers in the last 15-20 years. CSBG grantees forged ahead to catch up with the for-profit community; in many cases, computers and the attendant proliferation of systems and technical disciplines that burgeoned during these years were too costly for small, private, not-for profit organizations. However, it is no longer possible to do business without some type of computer system, and grantees have made the computer connections, not just for their offices and sites, but also for customers. DOS facilitated this through the availability of minigrants. [see pp.14-15]. Further, use of computer systems can now be considered 'compulsory', since so much reporting, including the APR for CSBG grantees, is carried out electronically. [See pp. 7-8 for a description of the EDM process]

Narratives describing technological advance were reported by 25 grantees this year, with a few providing more than one accomplishment during FFY 04. About one-third were program accomplishments: computer training/sites offered to different segments of the customer base – children, youth, adults, elders. The result of availability of these programs, is the obvious advantage – computer literacy ensures better communications, with potential employers, with family members, and as an educational tool. About a dozen grantees reported improvements to their databases, availability of web-based tracking, creation/improvements to reporting systems, new software, use of software specific to CAAs, upgraded fiscal software, internal networking systems and servers, and in general, expansion of use. At least two grantees noted improving existing websites; Madison CAP continued its Food Stamp website, as reported last year.

[see pp.72.]

One of the most important developments appears to be networking of local sites, and networking within central offices. Networking is essential to centralized intake, a function which several grantees noted that they are either working toward, or are in process of implementing. Networking within the agency indeed is a great expansion of capacity: workers can share files, can communicate quickly and directly via email. Office procedures can be shared, agency-wide information can be posted. As Lewis County Opportunities noted in its agency Accomplishment: *. . .CSBG support enabled us to begin work on creating an Intranet within our organization, which will serve as a virtual "reference center" to our employees . . . we are focusing on ... program compliance in order to make available, on demand to program staff, detailed information about program goals and objectives, performance measures, actual detailed contract compliance information.... we anticipate expansion into other areas such as Human Resource Management, Financial Policies and Procedures.* This will also improve accountability.

Centralization of records and files is a major goal among grantees, as noted also in E-ROMA assessments. Centralizing these files makes staff work more effectively and efficiently, ensures better recordkeeping, and ultimately, benefits the customer. As Warren-Hamilton described in its agency Accomplishment: *Until this year, WHCAA had no centralized or networked database to record or track customers and services. Program Directors were forced to find limited information on one older ... computer or hunt down individual customer files. .. This was not only frustrating but also a great waste of time. In 2003, with help of Microsoft, 10 new computers were installed and networked. CSBG funding was used for staff time and training in order to develop a database geared not only toward reporting but also to be useful to program directors. As of the beginning of 2004, the new database has been in use. Program directors now have access to all customer records from their own offices and can easily track program and customer use of services.*

Implementation of centralized customer intake is a goal of several grantees. CEO for the Greater Capital Region in Rensselaer County had already implemented such a system: during FFY 04, this grantee began to finely hone its system by hiring a coordinator, developing a committee, soliciting input from staff and researching software packages. The software ultimately selected *allows staff to intake customers into a centralized database, and cuts down on duplication of paperwork for customers.* It saves staff time, ultimately allowing them to spend more time with individual customers. CSBG funds were used to support this process.

[See pp. 103, Chautauqua, for similar process.]

Other key elements are security and access, for staff as well as customers. New computer networks allow staff to share documents and data with a main office, and to securely access email and share corporate calendars, reported Tompkins EOC. Suffolk EOC implemented a web-based tracking system for agency programs that enables intra-agency referrals, and monitoring by management. In Otsego, the grantee has 12 sites in its large, rural service area. *A terminal server connected all sites, allowing staff at these different sites to access the database, transfer files, and communicate instantly. Ultimately, this will benefit customers, since many will be able to access services without the need to travel long distances on rural roads*, where there is no public transportation.

Grantees also used their computer systems in delivery of other programs, such as the VITA income tax program, and also in dealing with local DOL One-stop services. Benefits to customers are many: increased access, expediting the assistance process, and in addition, such systems eliminate redundant application processes, and potentially, duplication of services.

Innovations — Grantee Innovative Programming

Innovative programs and partnerships are often a springboard for services and activities which have a long-term impact on the entire service area. In addition to developing new forms of community support and services, such innovations may also lead to increasing revenue to the community, increased grantee capacity, and amplifying community participation. Grantees sometimes begin the process by recognition of unmet needs, through their needs assessment processes. Funding can be need-driven, not source driven, and is more in line with ROMA and the CSBG national goals. Innovations are designed to make maximum use of community resources, encourage creativity and collaboration, resulting in wider community benefit.

Innovations reported this year ranged widely. No common denominator can be found; truly many of them are innovative to the grantee as well as to the New York State grantee network. One trend seems to be a focus on capacity-building activities, and computer/technology activities and functions. About half a dozen grantees cited specific fundraising activities as innovations in their communities. Innovations were reported by 46 of 56 grantees. The following three pages highlight some of the most creative innovations undertaken during FFY 04.

Cayuga-Seneca CAA	Auburn

Cayuga/Seneca CAA received $350,000 in highly competitive federal funding to operate our new *Supervised Visitation/Safe Exchange* program. We were one of only 30 grantees nationwide, and it is truly a program on the cutting edge of the battered women's movement in America. CSCAA coordinates with Family Court, local attorneys, and law guardians to provide supervised visitation to families when the court orders the non-custodial parent to have supervised visitation by a 3rd party. A staff person goes to Family Court regularly to work with the attorneys and judges to coordinate times and days for families to have visitation. Prior to this program, it was the responsibility of custodial parents to either provide the supervision or find someone to be the 3rdparty supervisor. If the non-custodial parent was also physically abusive or posing a threat to the custodial parent, there was a great potential for danger to the custodial parent and/or the children. This new program serves as a secure, safe place where custodial and non-custodial parent [s] have no contact. Agency staff supervise the visitation and a security guard is scheduled during visits and exchanges. CSBG funds were used to develop and write the grant.

Supervised Visitation-Domestic Violence

Chautauqua Opportunities — Dunkirk

Using CSBG funds, COI serves customers more effectively using a newly-implemented centralized system for customer intake and assessment that electronically connects customer information at all COI sites. The system links eligible households to COI programs and other community resources and focuses on customer outcomes and accountability. A Virtual Private Network [VPN] that uses the internet links all COI program sites. A software package designed specifically for use by CAAs is in use as well. In addition to eliminating need for separate applications for different programs, the system allows instant pre-eligibility determination for a wide variety of programs, facilitated referrals, and improved customer tracking. The intake process includes the use of a pre-assessment of income, employment, job retention, adult education, money management, housing, transportation, healthcare, health, substance use, nutrition, family relationships, child care, and parenting. Customers are screened to determine status, helping intake workers determine customer need for various services, and provides a starting point for referrals and self-sufficiency facilitation. Intake Workers will also function as 'Navigators', steering families to appropriate services and following-up on accessed services. This integrated system is being implemented in all 7 COI buildings in Chautauqua County. Intake areas and computer equipment were set up and one group of 6 Intake Workers received extensive training involving customer service as well as computer software.

Centralized Intake System

Livingston County Planning Board — Geneseo

Delegate Agency: Livingston County Council on Alcoholism & Substance Abuse [LCCASA]

The Fresh Start [jail transition counselor] program of LCCASA addresses reentry of incarcerated youth with substance abuse problems into healthy participation in community life. In its collaboration with the legal system and the full range of helping agencies, the project is an innovation addressing substance abuse treatment, family, education, employment and all aspects of psycho-social adjustment in an individualized, person-centered holistic approach. New system linkages are at the core of this project. Fresh Start, administered by LCCASA, emerges from the Council's participation on the joint Chemical Dependency subcommittee of both the Livingston County Community Services Board and the Genesee Valley Health Partnership. This collaborating body of agencies, community groups, and individuals identified the interaction of youthfulness, substance abuse, crime, and recidivism and devised the response which has become Fresh Start. Program partners are: County Mental Health Services, DOH, Office of Workforce Development, DSS, Probation Department, Sheriffs Department, Catholic Charities, and Genesee Valley BOCES. The Fresh Start jail transition counselor, funded by CSBG, has maintained contact with pertinent elements of the legal system [enforcement, courts, probation, etc.], to become aware of the schedule of an inmate's course through the legal system and to interact with the legal system to promote rehabilitation through sentencing, conditions of probation. The counselor teamed with the teacher of Incarcerated Youth, and Adult Literacy Instructor [services currently provided through Genesee Valley BOCES] to establish individual plans and coordinated services during incarceration, using the full range of community services made available in the jail, as well as jail staff. Interaction with other partner agencies as well, contributes to this networking innovation.

Jail Transition for Youth

Commission on Economic Opportunity for the Capital Region [Rensselaer] Troy

CEO coordinated with Troy's Beman Park Neighborhood Association to provide assistance for the Association's Neighborhood Improvement through Code Enforcement [NICE] Project. The goal of this project was to reverse the steady deterioration of 2 neighborhoods in the city, enhance both neighborhoods with appealing and safe housing, and aid low-income homeowners in improving their properties. The Neighborhood Association received CDBG funding for NICE to improve code enforcement efforts in these areas and Rensselaer Polytechnic Institute [RPI] provided $1,000 grants to income-eligible homeowners to assist with exterior improvements. CEO worked with the Neighborhood Association to coordinate housing resources that provided energy conservation and housing rehabilitation services to eligible residents and which addressed interior health/safety issues. The concentrated efforts of NICE improved the quality of life in these neighborhoods. CSBG funding facilitated coordination efforts that enabled CEO to participate in this intense community project. CSBG funds enable CEO to create partnerships to provide comprehensive services that make a difference in their communities.

Neighborhood Improvement

St. Lawrence Community Development Program Canton

The Ogdensburg Neighborhood Center initiated a training program for members of Seaway House. Services provided by Seaway House are in psycho-social/rehabilitation within a club setting. At our center, Seaway House members perform clerical duties, fill food boxes, unload food trucks, stock shelves and other tasks as needed. This partnership enhanced the self-esteem of club members and provides valuable job training skills in a normalized work setting which further enhances employability skills. This is the first time Seaway House members have had the opportunity to work in a training program in public. We are exposing the public to people with mental illness in hopes they will learn tolerance, thus eliminating some of the social stigma attached to this population. We are serving the needy with food and other emergency assistance. Seaway House staff is assisting club members during the initial transition stage, but will phase out as club members master the skills necessary to work independently. CSBG funds are used for Neighborhood Center staff to participate in the project. Both Seaway House and Neighborhood Center staff, along with club members, planned and prepared for this project with conferences and tours of both facilities which are located on the same street.

Training Program for Rehab Program Participants

Statewide Migrant/Farmworker Organization Rural Opportunities Rochester

ROI established an innovative Trading Cooperatives Program that assists rural area businesses and entrepreneurs in accessing new consumer markets for their products, training in good business practices as well as funding for equipment purchase, inventory, real estate and working capital. CSBG funds allowed ROI to launch the program and operate it in the short-term until alternate funding could be put in place. CSBG enabled the program to show immediate results, thus motivating other funding sources to join the effort. During FFY 04, ROI started 2 trading cooperatives: Northern Adirondack Trading Cooperative, established in Canton, and Finger Lakes Trading Cooperative, in Geneseo. Both recently began operations. In both instances the program succeeded by finding program partners who are willing to offer in-kind services and operating capital to the program. In support of the Northern Adirondack Trading Cooperative [NATC], ROI collaborated with the St. Lawrence County Chamber of Commerce to offer training and capital that enables producers of unique products and crafts to sell their products on the Internet. Through efforts of Senator Clinton, ROI obtained partial grant funding for program development. In addition, E-Bay, Hewlett-Packard, HSBC Bank, the Small Business Development Center at SUNY Potsdam, and Clarkson University provided capital, equipment and training in support of program participants. Initially encompassing four counties, NATC has already graduated 15 participants and a second round of training for 20 new participants began in September. The immediate success of the program has led to its expansion to include 7 counties in the Adirondack Region to meet demand; 150 participants will be trained over 3 years. Staff is working to widen the territory served by the NATC to cover the entire Adirondack region by the beginning of 2005. To date,2 loans were generated and 4 jobs added in the community as a result of the program.

In September, officials in Livingston and Wyoming Counties expressed an interest in establishing a trading cooperative. In the short time since that decision their staff worked with ROI to bring together a network of service providers to support the Finger Lakes Trading Cooperative [FLTC]. Eastman Kodak Company agreed to donate 20 digital cameras and $20,000 towards the purchase of 20 laptop computers, and E-Bay will host sessions of its popular E-Bay University class to teach participants how to market and sell their products on the Internet. In addition, SUNY Geneseo, the Small Business Development Center at Geneseo, and Chambers of Commerce in Livingston and Wyoming Counties committed to assist with the cooperative. This cooperative will eventually expand to serve 6 adjacent rural counties in the Finger Lakes region. The first 20 class participants have already been identified for FLTC. As with NATC, ROI will offer program participants access to loan capital to support their expansion into the e-commerce arena. ROI plans to develop similar cooperatives in the rural Southern Tier and Hudson Valley Regions once additional funding is obtained for staffing and training needs. This program is instrumental in training rural entrepreneurs in New York and giving them access to new international consumer markets through the Internet.

Economic Development

Characteristics of the Population Served

This chapter describes the characteristics of the population served, as reported by grantees in Section D of the APR. This information was reported by all grantees, but not every grantee had information to report in every category. Grantees reported a greater number of persons served this year for whom no characteristics were obtained.

Appendix C lists the categories and data reported for each category.

Fig. 4 Number of Persons/Families

(Unduplicated)

A- Total number of *persons* (unduplicated) about whom one or more characteristics were obtained.
B- Total number of *persons* (unduplicated) about whom NO characteristics were obtained.
C- Total number of families (unduplicated) about whom one or more characteristics were obtained.
D- Total number of families (unduplicated) about whom NO characteristics were obtained.

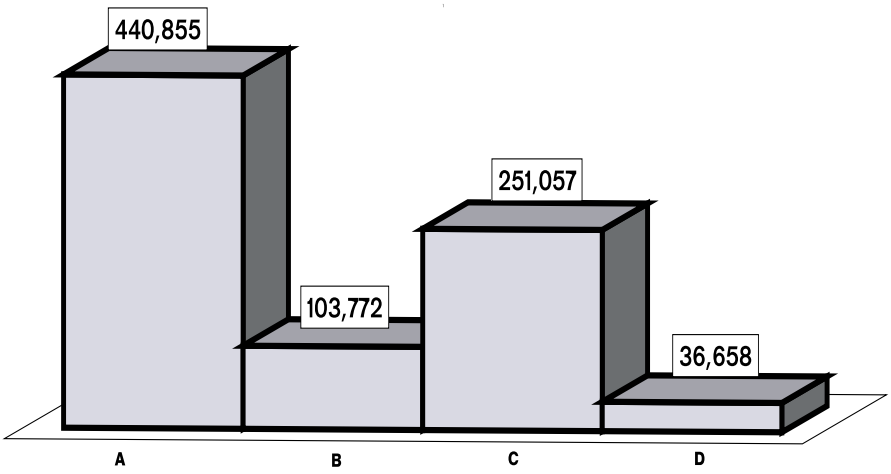
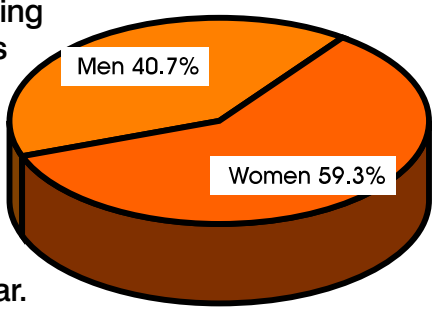


Fig. 5 Gender

The total reported in this chart is the total unduplicated number of persons about whom one or more characteristics were obtained.

While the numbers of men v. numbers of women varies annually, the percentage appears to remain similar each year, within a ∓2% variance. According to the reports filed by grantees, more women than men access services. Grantees obtained characteristics from 99% of customers reporting.



Male: 179,380	Female: 261,475	Total: 440,855

These percentages are nearly identical to those of last year.

Table 6 **Age**

Total number of persons (unduplicated) about whom this characteristic was obtained		440,415
Age Groupings	**Number of Persons**	**Percent of Total [rounded]**
0 - 5	61,408	14%
6 - 11	47,951	11
12 - 17	53,635	12
18 - 23	43,468	10
24 - 44	123,346	28
45 - 54	47,850	11
55 - 69	38,797	9
70+	23,980	5

The population served is divided fairly evenly among children, youth and adults. The smallest customer base are persons over age 55, which constitute about 15% those served. The largest single percentage of the grantee client base are adults aged 24-44. This has been true throughout the years that DOS has reported such characteristics. These numbers fluctuate within a 5% margin. However, those under age 23 constitute more than 45% of those who received assistance.

Table 7 **Ethnicity/Race**

Categories	Number of Persons
Hispanic or Latin	96,229
Not Hispanic or Latin	280,269
African American	85,570
White	215,283
Other	15,425
Multi [2 or more of the above]	6,939

Due to changes in this category, it is not possible to compare any previous statistics with FFY 04.

Table 8 **Education [Adults]**

Total number of persons (unduplicated) about whom this characteristic was obtained		191,473
Highest Grade Completed	**Number of Persons**	**Percent of Total [rounded]**
0 - 8	41,679	22%
9 - 12/non-graduate	51,589	27
High School Grad/GED	63,467	33
12+-some post-secondary	21,546	11
2 or 4 yr college grad	13,147	7

About half of the customer base is reported at non-high school graduate status, significantly different from the previous two years; please characteristics were obtained for only about note only about 43% of customers.

Table 9 **Federal Poverty Income Guidelines, by Family Size**

Total number of Families (unduplicated) for whom this characteristic was obtained			230,820
Family Size	**Number of Families**	**Percent of Total [rounded]**	**FFY 2004 Poverty Guideline**
1	65,170	28%	$9,310
2	49,392	21	12,490
3	42,608	18	15,670
4	37,943	16	18,850
5	27,775	12	22,030
6	4,687	5	25,210
7	1,794	5	28,390
8+	1,451	5	31,570

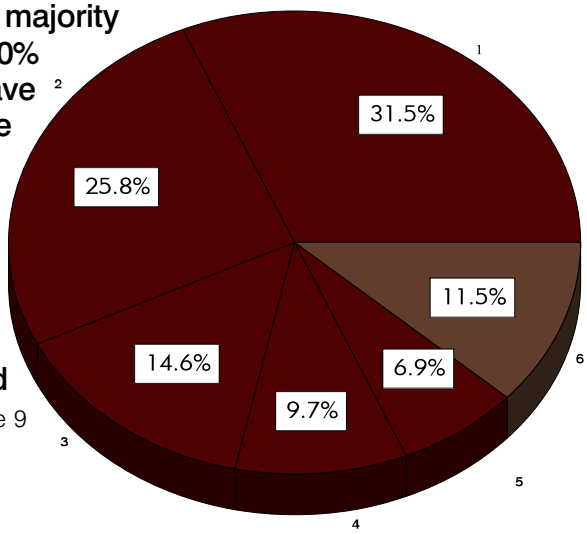
Source: Federal Register, 2/13/04; Vol. 69,#30, pp.7335-8; http://www.census.gov/hhes/www.html

As in previous years, the largest basic group served is the family size of '1', indicating that single individuals continue to constitute a significant population seeking assistance. However, about 40% of the number of families reported are those of 2 and 3 persons.

Federal Poverty Income Guidelines are included to illustrate the relationship between income and family size. Grantees are required to comply with income guidelines specific to each program that is supported by CSBG. Copies of the revised poverty guideline are distributed to grantees annually. In those instances when programs are 100% funded by CSBG, program recipients must meet the CSBG income guidelines.

Figure 10 **Level of Income**

Data provided by grantees document that the majority (percentage) of families served are at or below 100% of poverty: over 55% of the customer base have incomes under 75% of the poverty level; of the total, over 30% have incomes of up to 50% of the poverty level. This year we have broken out that percentage of families whose incomes range up to 50% of the poverty level. Total number of families for whom this characteristic was obtained: 118,831, or about 47% of families for whom information was obtained. Not all grantees had information to report in this category. [See Table 9 for the Federal Poverty Income Guidelines.]



Guideline		Number of Families
Up to 50%	1	37,402
51-75%	2	30,634
76-100%	3	17,297
101-125%	4	11,553
126-150%	5	8,223
151+	6	13,722

Table 11 **Family Type**

Total number of Families (unduplicated) about whom this characteristic was obtained		232,899
Type of Family	**Number of Families**	**Percent of Total [rounded]**
Single parent, female	71,405	31%
Single parent, male	9,743	4
Two-parent household	66,869	29
Single Person	57,623	25
Two Adults, no children	9,357	4
Other	17,902	7

Table 12 **Source of Income**

Unduplicated # families reporting one or more sources of income	199,807
Source of Family Income	**Number of Families [duplicated]**
Employment only	65,822
Employment + other sources	17,904
General Assistance	18,569
No Income	41,131
Pension	6,733
Social Security	31,924
SSI	31,113
TANF	12,902
Unemployment Insurance	8,621
Other	19,395

It is not possible to obtain unduplicated counts in individual categories, since sources for income often overlap. According to this chart, about 20% of those reporting had no income. Information indicates that nearly 30% of those who reported had a fixed income, either Social Security or SSI. Data indicate that over one-third of the customer base reported in this category cite 'employment only' as a source of income, although the level of that income is not correlated with the source of income. It could be inferred that although a third of the grantee customer base is employed, and derives income from employment, they live below, at, or near enough to the poverty level in order to qualify for services at a CSBG grantee. Grantees obtained characteristics on about 80% of the customer base in this category.

Table 13 **Housing**

Total number of Families (unduplicated) about whom this characteristic was obtained		223,555
Housing Characteristics	**Number of Families**	**Percent of Total [rounded]**
Own	33,686	15
Rent	166,387	74
Homeless	8,625	4
Other	14,857	7

Not surprisingly, nearly 3/4 of the grantee customer base are renters. The percentage of homeowners has declined over last year, but only 4% are reported as homeless, a decline since FFY 03. Characteristics were obtained from about 89% of those reporting in this category.

Personal Case Histories — Narrative Accounts

The data on the previous pages are only numbers which fill categories in a database. The following accounts corroborate much of what those numbers represent. The breadth of need is complex, and the response is as diverse. They are the face of customers and consumers who arrive at a CSBG grantee seeking assistance. They tell stories of who is seeking assistance, and what has brought them to their local CAA. Varying conditions require different responses, and these personal narrative accounts detail grantee efforts to help customers move toward healthy interdependence and self-sufficiency.

Any personally and geographically identifying information has been deleted to protect customer confidentiality.

Goal 1: Low-Income People Become More Self-Sufficient

Goal 6: Low-income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

Goal 1

Ms. F first came to the agency 6 years ago at age 14. Pregnant, she was unsure whether she wanted to finish high school. Ms. F enrolled in our at-risk youth program; with her family development case manager she began discussing goals and laying a framework for achievement. After delivery of her healthy baby, Ms. F returned to finish high school. When she was old enough, her case manager worked with her to obtain employment. Since then, she has consistently worked, sometimes two jobs, to support her family. When Ms. F's grandmother, with whom she and her younger sister lived, passed away, Ms. F moved out on her own with her son and received custody of her 14 year old sister. As her mother was incarcerated and in and out of rehab, she became the head of household at the age of 17. Her case manager assisted her in applying for and securing Section 8 housing and enrolling her son in the CAA Head Start program. Food, baby clothing, furniture, and other needed items were also provided through CSBG funded programming. Ms. F graduated from high school, and recently from the local Community College, with an Associates Degree in Criminal Justice. This year she began working towards her BA, while working full-time as an AmeriCorps intern. Ms. F is still involved in the youth program and shares her story with other program customers as well as youth throughout the county. She was recently featured in the agency newsletter, spoke at the Annual Meeting of the Board of Directors, and recently was featured on the front page of the local newspaper as a success story. Youth program staff positions are partially supported by CSBG funds. CSBG funded services were instrumental in Ms. F's goal attainment of self-sufficiency and ultimately the stability of her family.

At age 17, a young woman enrolled in our program so she could get her GED, followed by a job. While studying and completing the work necessary to pass the GED test, she had an opportunity to "job shadow" in the CAA finance office. She completed all the program requirements and passed the GED exam. CAA also awarded her with certificates for excellence in education, achievement in employment, most likely to succeed, computer achievement, and best attendance. Staff convinced her to go on to college even though she didn't believe it was necessary. At Community College she also excelled, graduating with an Associates Degree in accounting. After graduation, CAA hired her to work where she had the job shadowing experience years before. She was promoted from fiscal clerk to accounting clerk. Next, she was promoted to administrative assistant in an agency program. In March 2004, she was again promoted, to Family Development Administrative Assistant. In 2004, she earned employee of the month for her willingness to pitch in wherever needed. CSBG funds help make the educational program possible. This young woman expressed her gratitude to CAA staff.

Ms. Z is a single mother of 5, with three children still at home, who approached the CAA approximately 6 years ago. At that time she had never been employed, was on public assistance, food stamps and rental assistance. She identified a number of immediate needs, but also expressed an interest in future development for both herself and her children. She enrolled in an employment and training program operated by CAA and was subsequently linked to the CAA Family Development program, funded by CSBG. During her involvement, she obtained a low-paying job but yearned for more. Staff provided assistance and support for her to enroll in college and eventually obtain a 2-year degree. Following graduation, she sought employment without success, but continued to have support from Family Development. Eventually, the CAA provided her with transportation to a nearby metropolitan area to take a Civil Service Test – on which she scored 100. CAA then provided her with support, encouragement and transportation to a job interview for a state Civil Service position. She obtained the job, but did not have regular transportation to assure she could keep it. CAA provided transportation for 30 days, and during this time assisted her with a no-interest, subsidized loan for purchase of a vehicle. Ms. Z is no longer eligible or in need of food stamps, public assistance or rental assistance. She and her family have achieved self-sufficiency.

AJ became involved at Community Action as a Head Start parent, and was a program volunteer for 2 years before becoming a member of the Head Start Policy Council. As a member of Policy Council, she developed a Parent Store Handbook and Regulation booklet and was honored as Head Start Parent of the Year for her accomplishment. But, she didn't have a job, or formal job skills, and was in danger of losing her home. With support of the family advocates, AJ enrolled in a Graphics Design and Digital Art program at the local Community College. At the same time, her daughter entered public school and AJ being unemployed, began participating in the CAA workplace development program. She designed and produced material for CAA Resource and Development Committee and volunteered as a computer instructor for our CAA Senior Citizen Program. Through Community Action support and advocacy, AJ remained in her home, developed job "soft skills", made the Dean's and President's list at college, and in Spring 2004 earned her A.S. in Graphic Design/Digital Art. Through our workplace development program, AJ obtained a full-time job with some benefits. She is using her degree, as her primary responsibility is to develop materials for the County Chamber of Commerce. She is off public assistance and remains in her own home.

Our Family Development program, supported entirely through CSBG funding, began working with a mother of three: 4-year old twins and an infant with severe colic. This family was intact but the father was in truck-driver school, two hours from home, using the family's only vehicle. With a mother and sister out of state and no existing support, the mother was alone and isolated for 10-12 hours a day. She told staff that after getting to bed late at night, her husband was waking her at 4:00 am when he left for school. In fact, she and her husband had just about decided that he would have to quit school because she needed the transportation and emotional support. The county mental health agency referred her to CAA after she had been hospitalized following a suicide attempt. Our staff empowered this woman to enroll her twins in Head Start and to make use of our Respite program once a week for the infant. This made it possible for her to have some much-needed rest. She also began to formulate a goal to begin using the public transportation system to get to her counseling appointments, grocery shop, visit the library, and eventually to enroll in nursing courses at the local annex of a community college. Her husband found that steadily his pressure to quit school was alleviated, and he completed his course of study and obtained a job. This woman reports that her twins love Head Start, and she can see a real improvement in their readiness for Kindergarten next year. She is optimistic and excited about the future and her new career in nursing. She credits counseling and her Family Development Advocate for helping to see the opportunities that were all around her, yet seemed to be just beyond her reach.

Mr. X is 17-years old and lives with his grandmother. He was referred by City Court to our program, which helps young people avoid incarceration through alternative sentencing. His increasing sense of frustration that his life chances were slipping away, his animosity toward his birth parents' inability to provide a stable foundation for him, and his disillusionment with himself and his under-development, led Mr. X to become agitated, low-spirited: he threatened his grandmother, and verbally abused his grandfather. At the point Mr. X came to us he had already dropped out of school, in 10th grade. He had been arrested and had a felony conviction. After his release to our custody, Mr. X was assigned a case worker and enrolled in counseling, character development, and educational development services. Mr. X is now enrolled in the CAA Adult Education GED Program. He completed 100 hours of community service in satisfaction of his court-imposed community restitution obligation. Mr. X completed 60 hours of self-development education and activities to improve his sense of self worth and the importance of education to his future. Mr. X was also enrolled in our Job Readiness Training Program and Direct Placement Services [jointly funded by CSBG and state DOL]. At this time Mr. X is living independently in his own apartment, working a full time job. He is also attending GED classes at Public School Night School program.

X was referred to CAA Literacy Volunteers in 1999 by a local substance abuse rehabilitation program. X wanted to improve his employment prospects by entering a vocational training program. Due to learning disabilities, X knew this would not be easy. His early sessions with the literacy tutor focused on decoding large words, expanding reading vocabulary, and improving writing skills. Meanwhile, X was planning and starting to pursue long-term goals. In 2000, X met 3 major goals: he rented his own apartment, found a part-time job which became full-time employment, and purchased a used car with a low cost loan through the CAA Wheels to Work program. Ultimately, X's hard work paid off: in 2003 he completed a 2-year vocational course in only 10 months. He received the Most Improved Student Award in his Automotive class and subsequently passed his certified State Motor Vehicle Inspector examination with a score of 90%. Since August of 2003, Mr. X has been working part-time and attending the local community college Automotive Technology Program full-time. He continued working with his literacy tutor through March, 2004.

Goal 6

Mr. B was referred to CAP, seeking medical coverage for his son J, who is 25 years old. After a year of illness, J was diagnosed with Lyme disease. Mr. B had been paying for J's doctor, hospitals, and lab work out of pocket and exhausted his resources. In addition to the financial burden of caring for J, Mr. B is a widower, a single parent to 3 small children from a second marriage. Mr. B met with CAA Family Development staff and completed the Medicaid application for J. The Family Development worker assisted Mr. B in gathering his documents and with LDSS to receive health insurance. Mr. B and J were also referred to a hospital Lyme Disease Department and the Lyme Center in a town nearby. Mr. B also met with the CAA facilitated enroller for a statewide healthcare program to obtain health insurance for his other children. Mr. B now knows about programs available through CAA and is assessing services for which he is eligible.

A single grandmother came into the office of one of the CAA Neighborhood Centers. Her daughter was killed in a community violence incident, and she now found herself with sole custody of 2 grandchildren, ages 6 and 8. It was very near Christmas, 2003, now an especially stressful situation for her and these children. The Crisis Worker at the Center arranged for this Grandma to receive an assortment of toys through the CAA Toys for Tots Program, provided through the CSBG-funded Neighborhood Services . Other assistance included a food voucher from the CAA Food Pantry, and a voucher for clothing provided by CAA Emergency Shelter Program. This grandmother knew about CAA services because she had occasionally attended meetings of our CAA Neighborhood Advisory group, had done some volunteer work, and developed a sense of confidence in the Crisis Worker located at that site. Through the Crisis Worker, Grandma attended the CAA Adult Education Program, and earned her GED this past summer. The Crisis Worker also referred her to the CAA Employment program. She enrolled in our Job Readiness Training and was assisted in finding full time employment. At this writing both children are in school. Grandma is working and was referred to CAA Family Development for continued support and counseling as her family unit makes the transition to complete independence.

Ms. X, a single parent with a 16-year old son and a 3-year old daughter, was referred to a CSBG-funded violence intervention and prevention program. After years of suffering from domestic violence, Ms. X was ready to get help for herself and her family. She needed emergency assistance as well as legal counseling, housing assistance, and counseling for her children. Program staff helped the family with immediate relocation to a 24-hour security shelter that provided safe housing. Then, they arranged for the family to participate in the 'alternatives to shelter' program, eventually won a civil law suit against the batterer, and got a 3-year order of protection for the family. Ms. X's family continues to receive support and counseling from program staff and has shown tremendous progress in securing safe housing and moving toward a healthier, more stable life.

Ms. G, a 76- year old woman who lived alone, found it challenging to pay her utility bill, maintain sufficient daily food, and have enough carfare to travel to and from her physician's office twice a month. As a result, a termination notice from the local utility company was issued. A home visit by a CAA case manager revealed that Ms. G not only had insufficient food, but a disability made it difficult for her to prepare her meals. CAA case manager immediately contacted the utility company and requested a stop to the termination order. In the next step in the action plan, the CAA case manager contacted Catholic Charities and county Office of the Aging. Through these contacts arrangements were made to enroll Ms. G into a federal meals delivery program for daily prepared meals. Ms. G worked with the CAA case manager to register in the voucher transport program, so she can now take a taxi to and from her physician. Ms. G has since been enrolled into CAA energy program, which will give her the opportunity to clear her debt with the utility company, while maintaining current status. For every dollar she pays towards her arrears, the utility company will match dollar for dollar up to $250. Another step taken through collaborative efforts: in notifying the Office of the Aging, a caseworker was assigned to assess and monitor Ms. G's other needs, such as home care and health related issues.

Family Development Services provides case management services to children and families at risk of child abuse or neglect. The J family was referred to services and were at a severe risk of having their child placed in foster care. The family presented a multiplicity of crisis needs including inadequate food, clothing, and shelter. Their crisis needs and long-term need for stability were coupled with all members diagnosed as developmentally disabled. The Family Development worker partnered with the family and together established a goal plan to meet their immediate crisis needs. As the crisis needs were ameliorated, family and worker developed additional goals pertaining to developmental services, parenting, finances, employment, and housing. The family began receiving Social Security benefits, the father accessed vocational rehab services, increased his job readiness skills, and obtained a job coach. He found employment at the local sheltered workshop and received full time wages, well above minimum wage. The family earned enough wages to leave the SSI rolls, developed budgeting skills, and saved some money; they are purchasing a house through the HUD 1st-time home buyer program. The family has stabilized and, while they may still need some support and assistance for a period of time, are no longer at risk of losing their children or living on the streets.

A single handicapped mother and 2 grown sons were evicted. They came to CAA for assistance after staying at a motel one week and only had enough money for 2 more days lodging. The motel owners demanded payment for the room, or they were going to contact the state police. CAA staff, supported with CSBG funding, assisted with immediate lodging expenses and food. CAA continued to work with the family to find affordable housing, assisted with first month's rent and made use of a u-haul truck donated for the day to move their belongings out of storage. CAA staff made referrals to a statewide vocational rehab program and other available programs to obtain additional services. The mother received SSI, and the family was accepted into a subsidized housing rental assistance program. One son obtained full time employment, and the other is now attending college. CAA staff continues to work with this family in providing support.

R is a single father of three; their mother abandoned her children when they were aged 1, 2, and 3. They were living week to week in a trailer belonging to R's traveling father, who told them that when he returned, he wanted the kids out immediately. From time to time, the mother would call child protective services to file false complaints about R's performance as a father, when in fact, R cared for his children very well, in spite of a physically demanding job in a scrap metal yard. He was having difficulty getting benefits from LDSS; he was losing much work time dealing with LDSS. R first came to the CAA at the Soup kitchen, looking for food and diapers. CAA intervened, and worked out those problems. Next, he sought housing, looking for some stability for the young lives in his family. At the time, R was in the process of moving into a small camper, in anticipation of his father's imminent return. He had unsuccessfully tried to work with the Housing Authority in an attempt to move into public housing, but the Housing Authority turned him down, after receiving a mistaken report from his fingerprint record that he had assault convictions. This was untrue, and it was presenting a stone wall to public housing and a stable living environment. CAA got involved and cleared up the errors on his record, and in a special session with Housing Authority arranged for R and his young family to move into the next available apartment in public housing. A month later, they are living in their first permanent home, partially furnished with contributions; CAA carried out the move. R now has a much better job – as a cook- but it is an hour's walk from his new apartment. After R came down with pneumonia, CAA facilitated an application for auto-loan program. This was all supported by CSBG funding. Two of R's children now go to Head Start daily, and they all will enjoy a Christmas brought to them by the CAA holiday program.

A married couple enrolled in the high school GED program at our CAA. The young woman was 19 and pregnant with the couple's first child; her husband was 22. They both set a goal toward achieving a GED in order to find better jobs. While waiting for the birth of the baby, she obtained a driver's license and studied with her husband for the GED test. After the birth of a healthy baby, she was referred to the CAA Career Employment Coordinator, who helped her get a job. After several months of diligent studying, the couple took the Exam. She passed; but he missed by only 10 points. He continues to study and will re-take the exam soon. With GED in hand, she went on to a job as a Home Health Aide and entered the nursing program at the Community College. She is now on the Dean's List and well on her way to achieving her goals in the nursing profession. Her husband has earned a pay raise and is working more hours per week. The improved financial position they created together allowed the young family to move out of a rental unit in the City to a home of their own. There were subsequent meetings to provide family members with referrals to other programs. This success story involves the support of many other community agencies and partnerships.

One month after Family B left a local domestic violence shelter, the new apartment they secured, and all their possessions, were destroyed by fire. The family of 5 managed to escape unharmed. CAA staff mobilized an entire community to aid this family in crisis. The local newspaper published a feature story county-wide and the outpouring of community support was tremendous. Over the course of a 5-day period, telephone calls poured into CAP from all over the county. CAP located an apartment and paid first month's rent. Clothing, food, furniture, and other essentials: dishes, linens, and household articles were donated. Two firemen held a drive for the family and on their day off delivered the collection to the family. The firemen also found additional donations of furniture – beds and lamps – from area furniture stores. A local department store provided new school and work clothing. Individuals sent gift cards and money. The children's teachers took up a collection to purchase school supplies. A telephone donated a cellular telephone and free usage for 2 months. Through coordination efforts and direct assistance of CAP, the family was stabilized in two weeks. Our staff, supported with CSBG funds, provided this family with assistance in putting their lives back together again.

CSBG
Funding & Expenditures

Table 14 **Expenditure Report**

Distribution	See Note #	FFY 2004 Expenditures	Charges to FFY 03	Charges to FFY 04	NYS FFY04 State Plan
Grantees	1	$52,531,544.00	1,139,018.60	51,392,52.40	52,109,758.00
Indian Tribes		277,180.00	0	277,180.00	277,180.00
Disaster Relief	2	5,000.00	0	5,000.00	40,000.00
NYSCAA	3	475,000.00	275,000.00	200,000.00	200,000.00
Mini-Grants	4	201,719.23	0	201,719.23	0
Professional Development	5	31,913.97	21,913.97	10,000.00	37,180.00
Encumbered Balance	6	139,695.00	0	139,695.00	0
Unencumbered Balance	7	437,998.37	0	437,998.37	0
Total Local Assistance		54,100,050.00	1,435,932.57	52,664,118.00	52,664,118.00
State Administration	See Table 15a				2,771,795.00
TOTAL		**54,100,050.00**	**1,435,932.57**	**52,664,118.00**	**55,435,913.00**

NOTES:

1. Grantees: charged to FFY 03
   $1,139,018.60=
   a) jv'd from FFY 04 to close out FFY 03 . . . . . 558,919.60
   b) Cayuga- Family Support Project 50,000.00
   c) Chemung - SSTA 12,000.00
   d) Delaware-03 carryforward to 04 contract 54,793.00
   e) Franklin-Generator 25,000.00
   f) Newburgh-strategic planning 10,000.00
   g) Oneida [Mohawk Valley]-Utica funding 408,126.00
   h) Wyoming-Angel Action Network 20,000.00
2. Disaster Relief [charges to FFY 04]-Schenectady-household assistance for fire victims.
3. NYSCAA: Charges to FFY 03 . . . . . $275,000
   Additions to FFY 04 regular CSBG contract:
   Family Development Conference: 10,000
   Board Training Video: 50,000
   June, 2004 Training Conference 15,000
   Electronic Data Management FFY 04 contract: 200,000
4. Mini-grants: charges to FFY 04
   An unencumbered balance of $474,137 was transferred from FFY 03 administrative funds to FFY 04 local assistance grant funds. The re-programmed administrative funds were awarded to grantees for special projects according to established guidelines. Over 100 awards of up to $5,000 each were made to 48 grantees upon request and approval. Payments will continue to issued on these mini-grant awards through September 15, 2005, fully expending the transferred funds.
5. Professional Development funds were awarded on a reimbursement basis as mini-grants to grantees for the purposes of board development and strategic planning.
   Charged to FFY 03: $21,913.97
   a) Chautauqua 2,397.40
   b) Chemung 5,000.00
   c) Clinton 2,000.00
   d) Cortland 1,707.90
   e) Erie 2,000.00
   f) Greene 1,085.95
   g) Oneida 2,722.72
   h) Westchester 5,000.00
   Charged to FFY 04: 10,000.00
   a) Chemung 5,000.00
   b) Wyoming 5,000.00
   Charges will continue to be made to the balance of FFY 04 professional development funds [$27,180] as grantees submit requests for additional board development or strategic planning activities.
6. Encumbered balance [as of 12/15/04] $139,695
   National PONSI 2,445
   NYSCAA - Mentoring 7,500
   NYSCAA - FFY 05 EDM contract 129,750
7. Unencumbered balance:
   $ 437,998
   - 283,649 [balance to be paid on obligated mini-grants]
   $154,349 available balance [to be expended by 9/30/05]

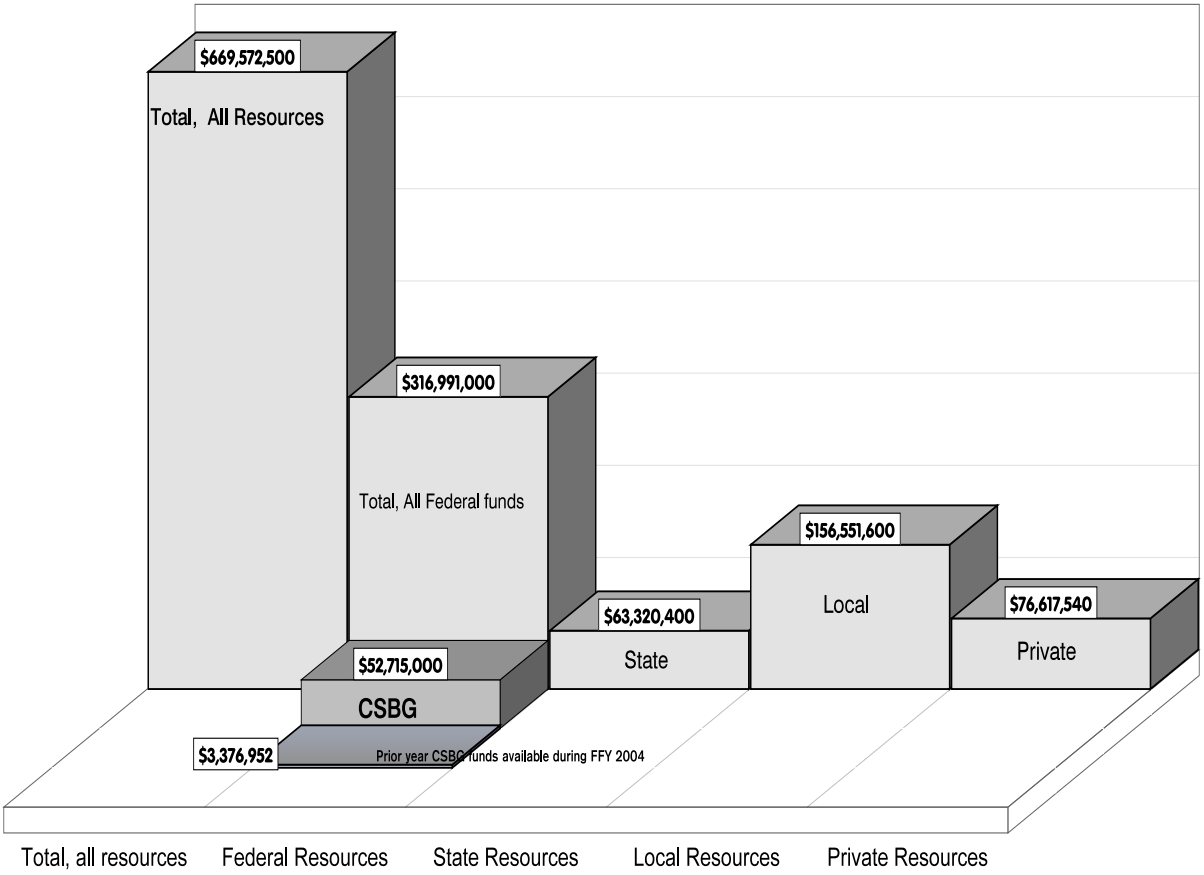
Table 14A **State Administrative Expenditures**

	FFY 2004 Expenditures	Charges to FFY2003	Charges to FFY 2004	NY State Plan
Personal Service	$1,387,574	$1,329,288	$58,287	
Non-personal Service	414,651	413,997	654	
Fringe Benefits	511,469	511,469	0	
Indirect Cost	53,618	53,618	0	
Total expenditures for Administration	2,367,313	2,308,372	58,941	$2,771,795
Transferred to Grants	$474,137	$474,137	0	

October 1, 2003 - September 30, 2004

Fig. 15 **Resources Reported by Grantees**

[Federal, State, Local, Private resources]



As this table indicates, CSBG grantees in New York State amassed nearly $670 million in funds from a variety of federal, state, local, and private resources. Federal funds from more than a dozen federal agencies comprised over 45% of all funds. Local funds encompassed over 23% of all funds obtained, and increased by more than $40 million since last year. Funding from the private sector increased by approximately $8 million over last year. Funding from New York State government comprised about 9% of total funding. Private resources included funding from foundations, corporations, United Way, and other non-profits.

CSBG funds totalled approximately 8% of all the funds brought into the community action network and accounted for about 17% of the federal funds brought into the network.

Appendix B presents all federal and state funding sources, as well as program-by-program expenditures, as well as the aggregate of resources statewide, by funding source.

Table 16 **Funding by Service Category**

Service Category	CSBG Funds Used	
	Planned ***	Actual ***
Employment	$5,658,144	$4,831,812
Education	9,261,542	7,353,469
Income Management	2,168,947	1,974,440
Housing	4,228,083	3,618,675
Emergency Services	3,931,795	3,639,825
Nutrition	1,452,751	1,390,565
Linkages*	5,018,383	4,519,171
Self-Sufficiency	19,804,381	15,245,751
Health	1,438,474	1,315,379
TOTAL(S)	52,962,500	43,889,087***
Information requested by NASCSP:		
Youth Development**	6,432,778	5,571,711
Senior**	5,151,005	3,961,925

* Linkages includes program categories of Greater Participation and Coordination
** Youth Development and Senior categories added at the request of NASCSP
*** DYCD, the CSBG grantee in NYC, uses funds for its administration, which are not connected to service provision and are therefore, not included in the above chart.

Table 17 **Grantee Administrative Expenditures**

ADMINISTRATION AND INDIRECT COSTS	CSBG Funds	$11,082,105