

State of New York Department of State



Community Services Block Grant

REPORT TO THE GOVERNOR AND LEGISLATURE

Federal Fiscal Year 2005

Christopher L. Jacobs
Secretary of State

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Division of Community Services

TO: The Honorable George E. Pataki, Governor, and Members of the New York State Legislature

FROM: Christopher L. Jacobs, Secretary of State

I am pleased to submit to you the Community Services Block Grant Annual Report for Federal Fiscal Year 2005. This Report contains vital information about the importance of services and activities delivered by the Community Services Network across New York State.

The Report details personal accounts of program participants, the highly effective partnerships developed by local agencies with other community agencies, as well as the results of the activities of local grantee workforce, both paid and volunteer. Community and agency accomplishments serve as examples of the diligent efforts made across this state to move people from dependency to self-sufficiency.

The Community Services Block Grant Program continues to be an effective vehicle for the delivery of local services and programs for low-income persons in the state. Thank you for your continued support.

CLJ:BG

Division of Community Services
Community Services Block Grant
Annual Report

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Community Services Block Grant
Report to the Governor and Legislature

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This report is published annually by the New York State Department of State, Division of Community Services, 41 State Street, Albany, NY 12231. DOS-DCS can be reached by telephone at 518-474-5741, or via internet at <http://www.dos.state.ny.us/dcs/index.htm>
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PROGRAM ADMINISTRATION

Community Services Block Grant

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 [EOA] 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], a branch of the Administration for Children and Families [ACF] of DHHS, and 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 to the Secretary of DHHS an application [Management Plan] 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 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.

[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. [See Table 8, Federal Income Poverty Guidelines, p. 98.]

New York State Administration

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

Division of Community Services

DCS management is dedicated to provision of 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 18 staff located in four statewide offices: Albany, Buffalo, New York City, and Syracuse. Central administrative offices are located in Albany. Administrative staff duties include database development, 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 supports the CSBG Advisory Council, and ensures 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 DCS offices across the state. In addition, 5 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 Program Monitoring, p. 17; Fiscal Monitoring, p.23; Appendix D -Staff Directory]

DCS also administers CFNP through a contract with the NYS Community Action Association [NYSCAA]. A comprehensive report on CFNP was filed with DHHS; a summary is included in this Report.

Statewide CSBG Administrative Accomplishments

E-ROMA Final Activities

E-ROMA [Excellence in Results-Oriented Management and Accountability] was a comprehensive, pro-active procedure completed during FFY 04, and carried out by teams comprised of DCS and Fiscal staff. In FFY05, staff provided followup on information submitted by grantees, particularly focusing on tracking areas requiring improvement. Technical data base assistance was provided to staff on preparing E-ROMA report follow-up.

Electronic Data Management --- **NYSCAA Collaboration**

DOS entered into a multi-year contractual partnership with NYSCAA to implement Electronic Data Management [EDM]. The first data using this system was reported in FFY 04; updates and refinements were carried out during FFY 05, and are reflected in this Report. DCS staff worked directly with NYSCAA throughout the year, developing forms and protocols, communicating with grantees, testing at various stages of development, and monitoring progress.

This DOS-NYSCAA collaboration facilitated the flow of information throughout the network. Operating systems – servers and workstations – as well as utility software 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]. In September 2005, DCS issued the second fully electronic APR. Nearly all grantees complied with the deadline for submission.

As DOS and NYSCAA entered into its next year of contractual EDM, NYSCAA will continue to assist DOS in development and processing of the data collection instrument used to collect data from grantees. The project IT Coordinator will 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.

[See NYSCAA, pp. 27-28 for additional EDM information].

DCS Website/Constituent Contact

This year, DCS reviewed information that is part of the larger comprehensive DOS website. The DCS web pages were re-designed, and all pertinent information updated. As of FFY 05, all forms, Reports, and the Management Plan were posted to the website. This resulted in better communication with, and for, grantees, who can access several contractual documents, instructions for completing the APR, as well as other general information pertaining to CSBG. The general public also has access to the DOS website, and made email inquiries in this manner. During FFY 05, about 25 inquiries were made directly to DCS through our email portal. When not answered directly, all others were researched and referred to appropriate sources.

Professional Development **DCS Staff**

DOS-CSBG staff frequently participated in courses of study or informational settings designed to improve capacity in provision of services to grantees. 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: computer training in Paradox and Excel Basic, as well as i-Linc, an on-line meeting and training tool now available through NYSCAA under the DCS contract, and, Cyber Security Training. Staff also participated in training at CAAs, including a workshop on Legal issues facing CAAs, and strategic planning conducted by Mid-Iowa Community Action [MICA] at Yonkers CAA. Staff also participated in, or presented information at grantee retreats, board training, strategic planning sessions and other informational sessions. Staff attended 2-day disaster training simulation at the State Emergency Management Office [SEMO], as well as a post-exercise meeting for discussion and followup.

National / Federal Activities

Staff participated in national level meetings and training. DCS Director participated in meetings with Congressional Committee staff members on CSBG legislative reauthorization, and was one of 3 state CSBG administrators who served as subject experts for these committees to gather information.

DCS Director is a member of the CSBG national data collection and reporting task force, which met in Washington DC to discuss future efforts to meet reporting requirements. Several measures were changed to document reporting on states' accountability in monitoring, and increasing capacity of local agencies. New measures will be added to data collection forms for 2007.

National Community Action Unity Summit: Board chairs and staff of the National Association of State Community Services Programs [NASCSPP], the National Community Action Foundation [NCAF], the Community Action Legal Project [CAPLAW], and the National Community Action Partnership [CAP], brought together 120 persons, including the DCS Director, from across the country to participate in the first national Community Action Summit, concentrating on strategic planning, training and capacity building, accountability, and partnerships. A plan of action and direction for the community action network will be adopted.

Agencies in Crisis: At the Summit, much discussion focused on the need for accreditation and certification, training and technical assistance. Several recommendations focused on university-based training, establishing core competencies for CAAs, board training, early intervention, and zero tolerance for poorly performing agencies. Additional reporting to OCS resulted from discussions and review of agencies in crisis.

Staff also serves on the Community Action Partnership [CCAP]-Certification Commission and attended the CCAP commission meeting in Washington, DC. A new body of knowledge was approved.

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, the Council met in Ithaca, Alexandria Bay, and Albany. Meetings in Ithaca and Alexandria Bay were held 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. Attendance was higher at meetings in Albany; consequently, future meetings will be held in Albany.

At each meeting, the DCS director reported on recent activities to the membership and requested their advice and/or support on pending issues. Two issues of special note were: CSBG reauthorization, and appropriation. Council members were kept apprised by the director of all issues and concerns in this area at both membership meetings as well as via e-mail. Members were also provided an overview the CSBG multi-year contract.

This year, there was an election of officers for a 2-year period, and, two changes were made to the Council bylaws.

Reports were also provided regarding relevant issues within the community action statewide network by either the CEO of NYSCAA or a designated representative.

Compliance with State and Federal Statute and Regulations

PL 105-285 [CSBG Act of 1998]

42 USC 9901, et seq.

The Coates Human Services Reauthorization Act of 1998, PL 105-285, superceded PL 97-35. Compliance with specific sections is delineated below, as was detailed in the FFY 2004-5 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 state administering agency and grantees.

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 2004-5 Management Plan. The CSBG Management Plan was made available for public review. During FFY 05 DOS-DCS held a legislative public hearing, per statute, for the CSBG program for FFY 06-7.

Designation and Re-Designation of Eligible Entities in Unserved Areas

§676A

During FFY 05 no new entities were designated.

Termination and Reduction of Funding

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

No grantees were terminated or had funds reduced during FFY 05.

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.

State Administrative Funds

Five percent of CSBG funds were used for state program administration. Administrative as well as unrestricted funds were used for a variety of mini-grants, to 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 04.

[See Table 13A, p.108]

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.

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

Table 1 Summary of Resources and Grantee Workforce

NYS Eligible Entities		[52 entities]	
Total Resources [excluding CSBG]		\$ 654,492,142	
Total CSBG FFY 2005 Allocation [Distributed to grantees]		\$ 52,231,758	
Total Prior Year Funds Available during FFY 05		\$ 5,563,864	
Other Entities: Tribes/Tribal Organizations		[4 entities]	
Total Resources [excluding CSBG]		\$1,781,104	
Total CSBG FFY 2005 Allocation [distributed]		\$ 277,180	
Total Prior Year Funds Available during FFY 05		\$ 29,467	
Grantee Workforce		[56 entities]	
Total Full-Time Staff	6,669	Total Part-Time Staff	2,090
Total Board Members	925	Total Volunteers	36,353
Total Board Hours	51,056	Total Volunteer Hours	1,651,353

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

§ 678F (b)(1)

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.

CSBG Funding to New York City [DYCD]

[Department of Youth and Community Development]

Summary:
FFY 05
Funding to DYCD

FFY 05 allocation ...	\$30,619,815
Unexpended FFY 04 funds ...	\$4,617,037
Total CSBG funds available during FFY 05	\$35,236,852
Funds used for administration	\$2,082,323

Governance

DYCD, the CAA for New York City [NYC], is the mayoral-level NYC agency that distributes CSBG funds to community-based organizations [CBOs] and which provides an array of services to residents of low-income areas throughout the 5 boroughs. Its Community Action Board [CAB], is the tripartite board providing policy and programmatic suggestions and direction. Neighborhood Advisory Boards [NAB] are maintained in 44 Neighborhood Development Areas [NDAs]. Beginning July 1, 2005, there were 43 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 their 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.

Distribution of Funds

During FFY 05 there were two RFP processes. The NDA process awarded 370 contracts to CBOs. In addition, HealthStat contracts were implemented on July 1, 2005 to 9 CBOs. The Immigration Special Initiative was implemented in January 1, 2005 for 25 contracts. These contracts started in July, 2005 which is the start of the DYCD 06 program year.

All CSBG funds distributed in FFY 05 were awarded to eligible CBOs, with an extension of their original contract to June 30, 2005, awarded through a competitive sealed bid process of RFP funding initiatives issued in 2000. All CBOs in good standing were eligible to receive funds for the extended 1-year period, a funding cycle based on the NYC fiscal year, 7/01-6/30. Residents in the 43 NDAs received services through 415 contracts with 250 CBO providers for the 45-month period. The Immigration Special Initiative contracts extended to December, 2004. The total number of CSBG-funded contracts, including special initiatives and technical assistance, is 451, with 250 providers. DYCD requested and received a minigrant to purchase two laptops for one CBO during FFY 05.

City-Wide Program 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.

- **Fatherhood Initiative:** Fosters responsible fathering in fathers, which includes; being present and personally involved in the child’s life; and providing 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 strengthen 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.
- **Immigration Special Initiative:** Provides support for legal services, women and family issues, youth program and youth aging out of foster care.

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

The Family Development program has started to explore the option of offering FDC to teachers in New York City Department of Education. A one-day curriculum was developed that would showcase the program and provide communication skills for teacher/student relationship.

DYCD serves all segments of the community – this accomplishment is an example of its services to the elderly:

The Neighbors Helping Neighbors program improves the quality of senior’s lives by ensuring that they remain independently in their home. NHN mobilized, screened, trained and supervised community volunteers to provide help and friendship to these seniors. This agency works closely with block and civic associations, religious institutions, local schools and colleges to recruit volunteers and to inform seniors and caregivers about their services.

Volunteers visit seniors in their homes and assist with errands, and provide friendship....Partners include Department for the Aging (DFTA), to provide meals on wheels and case management services; NYS Legislators Discretionary Fund provides financial support for additional program salaries and agency infrastructure. Agency used \$66,000 in CSBG for staff salaries, training of volunteers, and transportation costs. In FY 05 more than 125 seniors were enrolled in the program and at least 90% were able to continue living independently in their homes. In addition, the support they received with marketing, escorts to doctors appointments, and regular social contact allowed them to remain healthier. The impact of this program is witnessed in the quality of their lives, their state of health and the fact that they were able to remain in their homes. Without this support many seniors would have been forced to move into assisted living facilities, which are often much more expensive to manage than home support programs. [edited]

Migrant and Seasonal Farmworker Organization

FFY 05 CSBG funds of \$323,931 were awarded 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. Board membership of the 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 CSBG administration. 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 State as well as New Jersey, Pennsylvania, Ohio, Indiana, and newly added in 2005, Vermont. ROI also administers housing services in the Commonwealth of Puerto Rico.

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 dimension. 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 Administration

In 2005, ROI finalized a merger with Rochester-based Housing Opportunities Program [HOP], an affiliation which resulted in creation of the Real Estate Division within ROI; employees of HOP joined the ROI real estate development staff. The division is supervised by the former Executive Director of HOP, who now assumes a VP position within the ROI organizational structure. The resulting merger will add 658 units of low-income housing to the ROI list of assets, bringing the combined total to 2,139 rental units [with 200 more under construction]. These units house more than 4,800 people in the states identified above. The total value of the 48 properties making up the ROI/HOP portfolio is \$112,750,000.

As ROI reported last year, it continues its trading cooperatives [TC] program, which is:

... designed to offer new and expanding microenterprises access to new markets, business training and loan capital by using the Internet to market their products to a worldwide audience. This year, ROI's Economic Development Division completed 3 training rounds in the TC program, which graduated 53 businesses, has 25 businesses in training at present, and will begin training another 12 businesses in 2006. Expansion efforts are underway as anticipated. ROI staff had successful discussions with microenterprise groups in Chenango, Madison Oswego, Lewis, Chautauqua, and Cattaraugus Counties. When activities are completed the TC program will have 6 locations and will be training a minimum of 120 business owners per year. TC graduates have exported their products to Italy and Greece, had their wares included in the American Craftsman Museum and Gallery in New York City, been featured artisans on HGTV, filled major orders for out-of-state craft festivals, and opened shops in the U.S. Virgin Islands. CSBG funds partially support staff salaries and related expenses for ROI's Economic Development Division. [Excerpt]

[See Employment, pp. 46-7, and Income Management, pp.50-51 for additional information about grantee Microenterprise activities.]

Indian Tribes/Tribal Organizations

Four Tribes/tribal organizations receive CSBG funding from DOS: Seneca Nation in Erie/ Cattaraugus Counties; Mohawk Indian Housing Corporation [MIHC] at the St. Regis Mohawk/Akwesasne Reservation-in Franklin / St. Lawrence Counties, at the border with Canada; and 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, distributed equally among the 4 Tribes/tribal organizations.

Tribal Programs

Tribes/tribal organizations provided 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. Like other programs using CSBG funds, the Native American tribes and organizations respond to emergencies, help people find jobs, provide housing, and work toward helping people meet nutritional needs.

Tribes/tribal organizations also educate the communities around them through cultural events, lectures, and workshops. The Shinnecock Tribe on Long Island has a long history of seafaring, and living off the fruits of its waters. As reported in its APR,

... in a partnership with a local marine research facility both students and adults were given the opportunity to learn about shellfish rearing. The program taught some, and refreshed others on topics such as algae culture techniques, broodstock conditioning and spawning and maintaining shellfish nursery systems. Because of CSBG funding, community members had hands-on experience with all aspects of this facility.

The tribe is also continuing its program called the ...

...‘Daughters of Tradition’, [is] an educational program designed for Native American girls to help them learn that they are ‘good for something, good at something’ and to become aware of and to discuss their feelings. The foundation for Sons Of Tradition was also created.

[excerpt]

Distribution of Additional Resources

Mini-Grant Awards

DCS awarded a portion of CSBG state Administration funds to grantees, offering grantees an opportunity to receive one or more mini-grants of \$5,000 or less to conduct their own board development and / or strategic planning sessions locally, or for the purchase of laptop computers, and other information technology or other equipment. Several grants were used for a combination of purposes, and several grantees received more than one mini-grant.

Summary: Mini-grant awards	Total # of minigrants: 126	Total amount of funds: \$274,631	# of grantees: 47	
	Purpose			
			Purchase of laptop computers:	32
			Information technology-related purposes:	29*
			Purchase of equipment related to technology, training, program enhancement:	14
		Board and staff training:	51**	

* upgrading software, implementing new or revised data collection systems

**included strategic planning and family development credentialing

Special Grants

A special grant [\$7,000] was awarded to Cornell University to help defray the costs of research on the family development credentialing system. The research is entitled How Do Families, Coached by Credentialed Workers, Set and Reach Goals. The project goals will encourage further development of the FDC system, as well as research in related fields.

Funds were also used to help a grantee [Columbia-\$20,000] to defray the cost of operating an Emergency Shelter Grant program, and three grantees received disaster relief funds for two fire disasters, and a local flood, in addition to funds provided to NYSCAA for hurricane relief.

DOS provided \$50,000 to NYSCAA to collaborate with the NYS Council on Community Services [CCSNYS] in creating a DVD for Board development and guidance. DOS distributed the DVD to all grantees.

[See Table 13, pp. 107 for details on CSBG expenditures]

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 documents 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 grantees progress in reaching the higher standards of performance as indicated by 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 grantee.
 - Maintain contact with grantees.

Program Monitoring Outcomes

Summary:	Activity	Total
FFY 2005	Visits/contacts	297
Monitoring	Certifications	221
Outcomes	Board and committee meetings attended	87

Program analyst contact with grantees is ongoing, maintained on-site, by telephone, and electronically. Staff visited grantees as teams or individually. Staff teams met regionally more than a dozen times during FFY 05. Staff carried out E-ROMA assessments and followup. Some staff participated in grantee training sessions, planning days, and attended grantee annual meetings. Staff also attended a variety of grantee functions such as retreats, technical assistance meetings, and open houses, at some of which staff served as speaker or trainer.

Staff assisted grantees 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, the National Performance Indicators, and other federal requirements.

Technical Assistance

Additional direct assistance to assigned grantees was more specialized and focused on specific issues, beyond the purview of mandated activities. Technical assistance outcomes are grouped in the following areas.

Governance: DCS program analysts focused considerable effort on governance issues during FFY 05, working to ensure board compliance through review of grantee selection process, assisting grantees to develop better systems for recordkeeping, taking and producing meeting minutes and records management in general. Program analysts helped grantees to develop board committees and their structure, to disseminate information, analyze the way training is provided within their community. DCS staff helped grantees to identify training needs, and supported grantee efforts to concentrate attention on roles and responsibilities of board membership, as well as to understand board operation and organizational structure. DCS staff helped boards to develop, amend, or otherwise revise bylaws, and to understand bylaw operation and enforcement.

In addition, several program analysts participated in Head Start program and shared-governance pre-assessments. Through a DCS-Head Start collaboration, a number of DCS staff, at the request of grantees, served on teams which prepared grantees for the Program Reviewing Instrument for Systems Monitoring [PRISM]. The DCS teams met with managers, and shared results with the Head Start regional office.

Management: DCS staff provided support and assistance to grantees who were creating, developing, updating, or implementing strategic plans and undertaking needs assessments. DCS staff participated in SWOT [strength-weakness-opportunities-threats] analyses, which in one case allowed a grantee to restructure a division. Program analysts provided direction and guidance to grantees undergoing transition, such as retirement or resignation of an executive director, and assisted with search committees, succession planning, and provided training and orientation to new executives. Program analysts also assisted in provision of training to staff at all levels, from executive to front-line, and provided guidance regarding job descriptions. DCS staff also served as adjunct researchers for assigned grantees by exploring such issues as development of a college-level curriculum for staff, impact of casinos on a local economy, and organizational assessment tools.

Programs/Service Delivery: DCS staff also provided guidance in various program areas such as development of the outreach process, assistance with program development, grantsmanship, and family development. Staff also assisted with development of program policies to ensure better service delivery, and worked with grantees on the impact of information technology.

Community and other Partnerships: DCS staff assisted grantees in their responses to RFPs, and pointed the way toward working with other CAAs – some neighboring – in the development of regional strategies to better meet local need. Staff also assisted grantees in working with local authorities; for example, with the impact of increased homelessness, this resulted in grantee involvement in a local Continuum of Care. Staff assisted two grantees to work together to help keep a thrift store open. Staff intervened and provided direction between and among CAAs, local authorities, and state and federal agencies, resulting in development or expansion of programs.

Special Technical Assistance

Agencies in Crisis-National Focus

New York State participated in a debriefing of select state CSBG administrators to deal with agencies in crisis [See pp.8]. The facilitated session examined warning signs, intervention, notice, use of consultants, role of the board of directors, and termination. Later, weekly updates were provided to OCS. NYS Action: As of September, one grantee was designated by DOS as 'at risk' and by Head Start as 'high risk'. Others were considered vulnerable due to large deficits. These agencies are closely monitored and furnished with additional technical assistance. Special technical assistance was provided to the following grantees.

Albany County Opportunity [ACOI]

The grantee entered FFY 05 with the board of directors directing attention to its own operation, improving its capacity through active recruitment of new board talent, filling 5 vacant seats; revising and updating Bylaws; fully implementing the board committee structure, especially the finance committee; engaging in, and completing an extensive Strategic Planning process.

During FFY05, ACOI administration continued to be pre-occupied with dissatisfaction from funding sources relating to contractual performance; internal disharmony between administration and program staff, external pressure from vendors relating to unmet financial obligations and apparent paralysis in addressing a worsening deterioration of the agency physical infrastructure. These conditions culminated in the Head Start Policy Council approaching the board of directors in July 2005 with a vote of no confidence for the Executive Director. A joint committee of board and Policy Council members convened and conducted an investigation resulting in termination of the Executive Director, closely followed by resignation of the Fiscal Officer and the Human Resources Director.

The final quarter of FFY 05 resulted in the appointment of a Transitional Management Team which worked closely with the board of directors. The primary focus of the transition was to conduct an effective Executive Director search and to fully investigate the financial status of the organization and to take actions necessary to protect the assets of the corporation and to meet its financial obligations. During this period, the agency was forthcoming with status updates with all its funding sources and has taken a position of transparency with all its stakeholders regarding issues of concern and the risk-management steps taken to address them. A new Executive Director was hired in early FFY 06.

EOP of Chemung and Schuyler Counties

In FFY 05 the assigned DCS program analyst and DOS fiscal representative continued to monitor agency progress on the Corrective Action Plan developed after organizational assessment conducted by MICA in the summer of 2003, through a CSBG special voucher contract. In FFY 2005, as in 2004, several action items on the plan were addressed and completed. The following were achieved during 2005:

- grantee completed its fiscal year with a balanced budget and a positive cash position;
- debts incurred as a result of severance package [for the previous, retired CEO], reimbursement for playground equipment not purchased, and costs of windows for an abandoned rehab project were paid in full or nearly paid;

- with help of a fundraising consultant, the board generated a considerable amount of unrestricted funds [\$146,542] through letter-writing campaigns, requests to foundations, and special events. These funds paid old debt and current operating shortfalls;
- several community events were held to increase public awareness of services and to generate positive press coverage;
- improved relationship with a local bank enabled EOP to extend its major loan by one year, to coincide with the end date of its multi-year the capital campaign;
- an agency-wide comprehensive program evaluation is underway with surveys issued to customers, funders, partners, staff, and board. Results will be used for planning purposes and to improve the quality of existing programs;
- several new grants were received, including funds from DOS Appalachian Regional Commission, NYS DOH, NYSED. In addition, the following programs expanded: DHCR-Weatherization [\$150,000] and OCFS-Afterschool Program [\$228,000];
- personnel policies and job descriptions were updated. All employees were evaluated based on new job descriptions. A 1-year evaluation was done for the Executive Director using a 360-degree feedback process including response from agency staff, participants, community, and business leaders;
- development of a new centralized intake and customer tracking system began in 2005 with support from CSBG mini-grants;
- bylaws were significantly changed to reflect the most current federal legislation, to decrease the size of the board, and to better describe process and criteria for member recruitment; Fiscal policies and procedures were revised and updated;
- board conducted a self assessment to identify areas for improvement and areas of expertise /demographics for new member recruitment;
- satellite office in Schuyler County relocated to a more accessible and less costly location.

Community Action Organization of Erie County

CAO-Erie faced a multitude of obstacles which began in FFY 02, and 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 i.e., hired a new executive director who in turn, brought on several new division directors and line staff. Throughout FFY05, DOS program and fiscal representatives continued to attend board and committee meetings regularly. The board has many new members and is striving to carry out its responsibilities in a progressive, effective, and diligent manner.

Key management staff are also working hard to overcome difficulties ranging from fiscal constraints to discord among some members in the community still resisting change, even if for the better. DOS supports all efforts to overcome barriers and to assist the grantee to become a thriving, positive force for change in the lives of low-income individuals and families.

Action for a Better Community [ABC] - Monroe/Ontario

In 2005, ABC was identified as vulnerable by DOS, and later rated High Risk by the Head Start program reviewing instrument [PRISM] critique, notably that the grantee over-expended its Head Start contract. Several on-site visits by DOS Fiscal Representative and CSBG Program Analyst uncovered a number of concerns regarding grantee financial viability and capacity to continue delivering quality services to its two-county area. Some of these activities carried over into FFY 06, but FFY 05 funds were involved. These concerns included:

- over-expenditures and disallowed costs incurred by some programs;
- no total agency budget [corrected for FFY 06];
- program budgets developed without input from program directors and deputies;
- program staff were not held accountable for implementing programs within budgets;
- serious cash flow issues resulting from delays in receivables and operating deficits;
- checks to pay vendors were not mailed in a timely manner– resulting in late fees and penalties;
- submission of the agency-wide audit as well as routine reports to funders after deadlines;
- turnover of key staff [CFO] - hiring a new CFO;
- large operating deficit and was fully expended on its line of credit -refinancing grantee debt – including an existing line of credit– began in 2004 with a COMIDA tax exempt bond issue in the amount of \$2,300,000; agency used the majority of its real property as security for the issue;
- in FFY 05 grantee secured a new \$250,000 line of credit along with a demand loan of \$250,000. By 11/4/05 the agency had used \$450,000 of the \$500,000 available;
- delays in receipt of sizeable funding from Medicaid, due to problems with the funder’s software. Months of service data had to be re-entered into a new software program;
- after turnover in staff, problems were encountered accessing financial reports from the CAPTAIN [CAA-specific] software program;
- fundraising activities did not generate the anticipated amount of revenue and were often conducted at a loss once staff costs were factored in.

Outcome: To better understand the problems identified above, using CSBG funds, the grantee engaged a consulting firm to conduct a comprehensive, 4-fold assessment of the finance department, the scope of which included:

- 1- to develop a financial forecasting model to better gauge cash flow requirements and schedule of receivables;
- 2- to review reporting capabilities of current fiscal software program and conduct a cost/benefit analysis for retaining or replacing the software;
- 3- to focus on staffing and workflow within the finance department in an effort to improve efficiency and quality of service; and,
- 4- to make an assessment that would include a review of the methodology used to determine the federally approved indirect cost rate, evaluating the benefits and shortfalls of a 13% rate – several funding sources will not or cannot cover the full rate.

The board realized the severity of the financial situation. Its Finance Committee increased frequency of meetings to bi-monthly, in an effort to review cash flow and access to the new lines of credit. As a primary stakeholder in this process, the DOS Fiscal Representative also attends the bi-weekly meetings of the Finance Committee to monitor progress and better understand barriers faced by the agency.

The new finance director initiated a schedule for submitting vouchers to funders in a more timely manner in an effort to secure receivables more quickly, specifically from Medicaid. In addition, the new director was receptive to recommendations from the DOS Fiscal Rep and CSBG Program Analyst that program directors and deputies be included in the budget development and monitoring processes.

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 and discussed observations made during visits. Technical assistance was provided to several agencies with recently-hired fiscal officers.

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 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. 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.

		Activity	Total
Summary: FFY 05 Fiscal Monitoring		On-site visits	283
		Fiscal monitoring reports	326
		Unaudited financial statement reviews	59
		Financial report reviews	181
		Budget reviews	63
		Audit report reviews	51

CSBG Contracts

In accordance with the office of the NYS Comptroller, DOS instituted a multi-year contract for CSBG, covering the period 10/01/05 - 9/30/10. Grantees receiving over \$100,000 in CSBG funds were required to complete the Vendor Responsibility Questionnaire, as required by the Comptroller's office. The questionnaire was part of the refunding package and staff verified information submitted by grantees.

DOS Partnerships — NYS Community Action Association [NYSCAA]

DOS partners with NYSCAA, the statewide CAA association representing the 52 CAAs in New York State and serving all 62 counties. This non-profit organization is dedicated to the growth and education of CAAs statewide to sustain efforts in advocating for, and improving the lives of low-income New Yorkers. DOS monitors NYSCAA activities, and awarded funding for the following:

NYSCAA Projects		Amount
Summary: FFY 05 Funding to NYSCAA	to enhance capacity and increase effectiveness of CAAs, through increased information, training, technical assistance, advocacy, family development support [see pp 25-9]	\$200,000
	supplemental CSBG award to support Hurricane relief efforts [see pp33-4]	\$25,000
	to carry out initiatives under EDM [see pp. 27-28]	\$173,000
	to assist with implementation of the Mentoring program [see pp.34-35 for program activities]	\$10,000
	CFNP funds: to carry out initiatives under CFNP [See pp. 29-30]	\$292,774

Training and Professional Development

NYSCAA sponsored several significant training opportunities during FFY 05, including 2 statewide Professional Development Conferences, an Executive Director Retreat, and the Move the Mountain Leadership training.

Professional Development Conferences

Two statewide conferences were held: Ithaca [March], and Alexandria Bay [June]. These offered 18, and, 23 professional development sessions respectively, on a wide range of topics and training opportunities that addressed needs of front-line, administrative, fiscal, and Family Development staff, as well as board members. Attendees availed themselves of networking opportunities during receptions, luncheons and breakfasts. The NYSCAA annual achievement awards were presented in June.

NYSCAA increased the number of new presenters for each professional development event, after creating a database of presenters. In addition, NYSCAA provided scholarships for registration and other opportunities for front-line, fiscal, program staff, board members, and DOS-DCS staff to participate. It is likely that offering training scholarships contributed to the increase in conference attendance at the March Conference.

Attendance at the Executive Director Retreat offered networking opportunities in addition to 2 professional development sessions, a National update and the role of the statewide organization, and information about fair labor standards.

The September Professional Development Conference was cancelled because of a historically low number of registrations. This unusual circumstance may have been attributable to the tenuous state of FFY 06 CSBG funding at the close of FFY 05.

Move the Mountain

NYSCAA used funds remaining from FFY 04 for a 3-part leadership training session conducted by Move the Mountain [MTM] Leadership Center, and coordinated training sessions in March, June, and September, 2005 in Syracuse. NYSCAA staff and 6 [of 11 prospective] CAA management teams participated in this leadership training focusing on transformational change and planning for eradication of poverty.

With an overall goal of preparing CAA leaders to initiate and sustain transformational change, the first session set the stage for the overall MTM training and focused on: developing a clear and compelling leadership agenda; designing the transformational process; identifying data and tools for the planning process; understanding high-impact strategies and high-quality plans; creating 90-day implementation plans. Participants learned key points of the MTM transformational approach. By the second session, participants shared learning on data collection and analysis; identified agency competencies and impact of current strategies; drafted 3 to 5 high-impact strategies; developed agency strategy to support new business model, creating plans for strategy team development and community engagement. In September, the final session offered significant opportunity to draft and receive feedback from the MTM facilitators; at the close of this final session, participants shared perspectives on how they envisioned effecting transformational change.

A significant outcome for NYSCAA resulted from MTM, an example of a solid high-impact strategy: a new vision statement was developed – increased legislative presence of NYSCAA. Immediately, this was reflected in Community Action New York, the quarterly Association newsletter: its August edition featured a front-page dedicated to Community Action legislative interests on local, statewide, and national levels.

Significant Findings

Although offering opportunities for professional growth and organizational development, the rate of participation from CAAs as anticipated by NYSCAA did not come to fruition. As such, NYSCAA was neither able to meet its objectives for the MTM training budget nor its capacity-building aspirations. With so few participating agencies, NYSCAA realized that promoting network-wide transformational change would prove more difficult in comparison to potential for same with support from a larger group.

Further, NYSCAA failed to use formal mechanisms to assess the effectiveness of the training, and neither provided participants with session evaluations, elicited formal feedback from MTM facilitators, nor periodically surveyed participating agencies. This lack of evaluative measures made it difficult to gauge interest and commitment. NYSCAA did succeed in coordinating a conference-call among training participants to obtain feedback, including its instructive value and potential application throughout the network.

The NYSCAA Board has since taken this issue under consideration. Due to the unanticipated cancellation of the NYSCAA September 2005 Professional Development Conference, NYSCAA was unable to execute a significant component of its proposed 90-day implementation plan, which was to feature MTM Leadership Center Executive Director as the Conference keynote speaker and presenter. NYSCAA plans to reschedule this appearance.

Other Training Activities

NYSCAA developed and distributed its training Survey 2005 to elicit feedback from the statewide network regarding current professional development training needs for board members and all levels of agency staff. This survey was also posted on the NYSCAA website to facilitate seamless processing of responses. NYSCAA received electronic feedback from 120 individuals, for development of a training plan for the network for 2005-2007. Feedback from the Training Committee was incorporated into a draft training plan that incorporated both statewide and regional professional development opportunities for the network; this plan will be re-evaluated in March 2006.

Informational Publications

NYSCAA published Community Action New York in Summer/Fall which was distributed to approximately 300 persons via email in November 2004. For this 20-page edition, NYSCAA reached out to obtain newsletter articles from CAAs. Features highlighted included: conference information, awards, agency profile; fiscal focus, and also introduced a new feature article, Nybbles & Bits, a new series on Information & Technology.

In August 2005, Community Action New York was distributed to approximately 315 persons via email. This edition featured: a front-page dedicated to Community Action legislative interests on local, statewide, and national levels; local and national legislative news; NYSCAA leadership transition; Professional Development Conference information; agency IT issues; release of A Guide to Government Nutrition Assistance Programs in New York State by CFNP Delegate Nutrition Consortium of NYS; and success stories from CSBG, FDANYS; and, New York State Weatherization Directors' Association [NYSWDA].

Program Support ————— Women in Government Mentoring Program

NYSCAA assisted staff of NYS DOS in administrative tasks associated with managing finances and logistical arrangements for several Women in Government Mentoring Program events. In addition to managing financial records, NYSCAA processed financial payments to vendors and speakers, reimbursement payments, and monetary awards/scholarships to mentees. NYSCAA also coordinated logistical arrangements associated with program event-planning and communicating with vendors for group activities.

[See pp, 34-5, WIGMP, program accomplishments.]

Electronic Data Management [EDM]

NYSCAA used technology to strengthen its partnership with DOS-DCS, through improved submission of mandated data collection, analysis, and dissemination of information. Existing systems received significant enhancements and several new systems were created by the NYSCAA Information Technology [IT] Director to assist in the automation process of EDM, including data transport systems and error checking; upgrades positioned it to accommodate additional data.

The equipment for EDM is housed at NYSCAA, where both NYSCAA and DCS have access. Normal maintenance was performed and disaster recovery systems were tested with no failures. The systems were reconfigured for the new reporting year, and old data were archived. The IT Coordinator assisted in receipt and processing of the 2005 APRs.

NYSCAA reconfigured its database and website to accommodate conference registration needs of NYSCAA and FDANYS and oversaw and staffed the conference registration process in its entirety, including maintenance of conference financial records and processing of associated deposits and payments. NYSCAA tracked responses to requests for information and referrals, satisfying member requests via fax, e-mail and website access. NYSCAA continues to maintain records of regional and statewide elections and works with FDANYS Committees to insure that its membership is advised of any changes in a timely manner.

NYSCAA’s IT Coordinator and DOS-DCS staff continue to develop the skills needed through the support options from Verity Corporation and from reference materials. These increasing skills allow for improved ability to process incoming data. The person-hours required to enter information from the APRs for this year was greatly decreased as a result of new systems put in place by the NYSCAA IT staff. Functionality of the web presence was improved by improvement in ease of navigation.

The NYSCAA website was redesigned after NYSCAA obtained full control from the original web designers. A special site was developed to promote NYSCAA efforts to assist in the Katrina disaster, including creation of opt-in mailing lists based on issue and program areas, to increase communications between NYSCAA and its membership.

The NYSCAA help desk [designed to provide immediate tech support and troubleshooting to our members] experienced increased call volume since services to membership were more fully marketed. In addition, NYSCAA staff made onsite visits to 4 agencies, resulting in provision of analysis documentation as well as recommendations for IT growth and/or improvements. The site visits were conducted to assist those CAAs in creating an IT plan. Additionally, two online ROMA trainings, with 47 people participating, were performed using the i-linc system.

The Community Assets New York [CANY] site development continued with data entry of several hundred programs managed by CAAs. Bulk imports of data were performed as NYSCAA staff continues to build this site.

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

Family Development Association of New York State [FDANYS]

NYSCAA supported statewide activities of FDANYS, including the annual FDC recognition conference, and a strategic planning retreat, resulting in increased direct involvement of low-income individuals and families, recipients of services, neighborhoods, religious organizations, and others in the practice of Family Development.

NYSCAA assisted FDANYS in planning a 2-part Board Strategic-Planning Retreat which focused on, and resulted in development of a strategic plan, including plans for developing an operating budget. Part I in November, 2004, saw participation from 18 FDANYS Board Members; Part II, in January 2005 saw participation of 6 FDANYS Board Members.

NYSCAA continued providing fiscal support for FDANYS, including records maintenance, and quarterly reporting to Board and Regional Coordinators. FDANYS Executive Committee was apprised of various administrative - and fiscal-related deadlines, such as audit requirements, and facilitated required financial reporting to the IRS and NYS Charities Registration Bureau. NYSCAA coordinated communication between the FDANYS Board and its auditor.

NYSCAA continued maintaining and providing the FDANYS Board with tools necessary to communicate independently of NYSCAA, including: lists of committees, mailing lists, and conference information. NYSCAA assisted various FDANYS committees in efforts to communicate and disseminate information to regional and state board members. NYSCAA tracked membership status, and continued updating the FDANYS membership database, resulting in a 29% increase in membership between FFY 04-FFY 05. NYSCAA assisted FDANYS in coordinating committee meeting scheduling, and participated in several of these meetings.

NYSCAA continued working with a FDANYS Committee in planning the Annual Conference and assisted FDANYS in planning, coordinating and hosting its pre-conference board training event as well as the Conference itself. NYSCAA hosted the first planning meeting, prepared a preliminary timeline, conference schedule, budget, and flyers, brochures, and annual awards. The FDANYS 7th Annual Conference and FDC / FDLC Recognition Ceremony, Moving From Surviving to Thriving, was held in May, 2005, attended by over 230 persons. It featured luncheon / business / association meetings, special events and networking opportunities.

Professional development opportunities focused on educational practices, domestic violence, credit practices, emotional development in boys, and literacy. Keynote remarks were made at the luncheon, new officers were elected, and awards were presented at the Recognition Ceremony which honored the accomplishments of 3,716 FDC graduates and 98 FDL [Family Development Leadership] graduates, representing respective increases of 9% and 53% in the numbers of FDC and FDLC graduates over the previous year. FDC Trainers and Field Advisors were also recognized for their service and commitment to the FDC movement.

[See pp.30-32, Cornell Family Development, for additional information]

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 [HANNYS], the Nutrition Consortium, and the Statewide Emergency Network for Social-Economic Security [SENSES]. In addition, NYSCAA added links to its delegates website, and developed concepts developed to move previous and future CFNP data to a web-based information and referral system.

CFNP activities centered on 4 major themes: helping seniors access nutrition programs; community food security; increasing participation in school breakfast programs; and, building the capacity of emergency feeding and anti-hunger programs.

Collaborating with the NYS Office for the Aging [SOFA], both SENSES and the Nutrition Consortium strengthened relationships with senior services agencies, including those working with the Nutrition Outreach and Education Program [NOEP]. Program workgroups met frequently to increase education about nutrition initiatives, as well as providing information to help seniors make better use of their available income. Flyers, workshops, websites, and email, as well as participation in panel discussions, along with program coordination, resulted in a network better-informed about the impact and extent of hunger affecting seniors and programs and services available.

HANNYS and SENSES worked with several other organizations to hold regional Community Food Security meetings to promote coordination of services, networking, new project and skill development and idea sharing. Outreach was conducted via newsletters, list-serves, website, meetings, and personal contact to invite involvement in these efforts. Community Food Organizing workshops were held in venues statewide, from Watertown to New York City, providing an overview of Community Food Security as well as information about community/container gardening, Community Supported Agriculture, Seed and Seedling Programs as well as helpful local resources. One result was the formation of the Capital District Community Food Coalition, which meets monthly to offer a networking forum.

The Nutrition Consortium focused intensely on increasing school breakfast program participation. An educational campaign concentrating on teachers included a flyer to target educators with information about the benefits of the Program. The Consortium sent this flyer to over 100 teachers, and began to forge a relationship with NYS United Teachers to help distribute informational material. The 3rd annual School Breakfast summit drew over 30 food service directors from 20 school districts, provided opportunities to discuss School Breakfast Program operation, and access issues and solutions. The Nutrition Consortium also served as a Summer Food Service Program resource for 46 NOEP subcontractors, including 10 agencies conducting Summer Food outreach through regular, ongoing contact, and training for new NOEP coordinators.

In building the capacity of emergency feeding programs and anti-hunger programs, HANNYS created an online Emergency Food Program Directory that lists programs outside of NYC, and provides a link to a NYC Directory. HANNYS works with nearly 3,000 Emergency Food Programs throughout the state that provide free food. NYSCAA works with HANNYS to maintain and update the Directory database. HANNYS also created a new component on its website, Resources for Emergency Food Programs, which includes information on funding resources for every region of the state, innovative food projects, and federal nutrition program outreach.

[A complete NYSCAA annual report is on file at DOS-DCS.]

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.

In 2005, the Family Development Training and Credentialing Program began its 10th year of implementation in New York State. Cornell-FDC continues to support the NYS DOS vision and plan to infuse Family Development as the prevailing approach to family support practice in the state.

The Cornell Empowering Families Project trains new FDC instructors and portfolio advisors, oversees community-based training programs, issues statewide credentials, and disseminates information through biannual newsletters, a Blackboard website [for instructors and advisors] along with a newly-updated public FDC website: <http://www.human.cornell.edu/HD/FDC>.

Number of persons achieving FDC & FDC Leadership Credentials	FDC courses offered statewide:	35
	New FDC credentialed workers:	423
	New FDC instructors: [Instructor Institutes January, June, 05]	23
	Total credentialed workers:	4,424
	Leadership series offered statewide:	6
	Leadership credentials issued:	41
	Total Leadership credentials:	186
	New FDC leadership instructors:[Institute, March, 2005]	12
	Update meetings attended [March, June, October]	65

In 2005, Project Director Claire Forest conducted data collection of an FDC research study entitled, How do families coached by FDC workers set and reach goals?, with funding support from DCS and Cornell University. Semi-structured interviews were conducted with 10 FDC workers and 25 family members from rural and urban sites in New York State. The objectives were: 1- to identify the types of goals set by families; 2 - to better understand how workers and families used steps of family development; and, 3 - to learn about the impact of family development on families’ lives. Analyses of the data are ongoing; findings will be available in the spring of 2006

FDC systems were established in the following states: Alaska, Alabama, Arizona, Arkansas, California, Connecticut, Florida, Georgia, Illinois, Massachusetts, Missouri, North Carolina, New Jersey, Pennsylvania, and the District of Columbia. At FDC Instructor’s and Portfolio Advisor’s Institutes, the Empowering Families Project also provided training and technical assistance to representatives from Colorado and Indiana.

With support of the NYS Council on Children and Families, 2 interagency meetings of the Work Groups on Family Support were held in 2005. An FDC Orientation Workshop for state agency representatives is proposed for spring of 2006.

Statewide Accomplishments

- 2 representatives from the Seneca Nation of Indians [Salamanca] attended the January 2005 FDC Instructor’s Training Institute. Albany, Schenectady, Cayuga-Seneca, and Saratoga CAAs trained new FDC instructors. A first-time CAA-sponsored FDC program was facilitated in Schenectady County. Additionally, Schoharie and Jefferson Departments of Social Services trained new FDC instructors.
- 18 DSS workers received FDC tuition scholarships through the Rockefeller College Professional Development Program in the following counties: Chemung (4), Dutchess (3), Jefferson (3), Onondaga (1), Nassau (4), Ontario (1) and Schoharie (2). Rockefeller college anticipates availability of 40 scholarships next year.

Over the next year, the Empowering Families Project looks forward to disseminating the findings and recommendations of the current research study through the FDC Instructors and Portfolio Advisors newsletters, at the May [8th annual] 2006 FDANYS Annual Conference, and at NYSCAA professional development conferences.

[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, See PONSI, p. 33]

[Information in this section was provided by staff at the Empowering Families Project].

FDC in Action

Personal Narrative

One CAA described family development impact: Approximately 3 years ago Mrs. W came to our CAA. She was unemployed, threatened with eviction, had 3 children and little food in the house. Through Family Development staff, Mrs. W developed short and long-term plans that would enable her to become self-sufficient. Immediate issues had to be addressed first. The first priority was emergency food; then Mrs. W was registered for the bi-monthly CAA food distribution. The next priority was rental assistance. Through coordination of services, Family Development staff used a Bridge Fund to pay arrears rent for Mrs. W. The next part of the family development plan called for Mrs. W to secure employment. Although her long-range plan was to pursue a career in day care, and then to become a homeowner, it was urgent that she secure gainful employment in order to keep her rent current and support her family. Staff, again through coordination with other community agencies, worked with Mrs. W on finding a job, which she did. Within the year, empowered and self-sufficient, Mrs. W was now ready to pursue her long-range plans. With CAA support, Mrs. W researched and identified agencies that provided day care training and certification. She enrolled and successfully completed training. In addition, staff helped Mrs. W enroll in First Time Homebuyers' classes. Family Development staff continued to work with Mrs. W; now, 3 years later, Mrs. W runs her own day care center and is a homeowner. CSBG contributed to this success in supporting the Family Development program.

FDC in Action

Grantee Accomplishment - Schoharie County

Schoharie County CAP Family Development Coordinator has been teaching the FDC training series for the past 3 years, and is the the lead agency in the County for Family Development. It has been a goal of SCCAP to train not only at SCCAP, but also as many frontline workers from other agencies as possible. . . . During the last 2 SCCAP-FDC classes, our Family Development Coordinator recruited workers and others from: 2- Youth Bureau, 2- Head Start, 1- Community Maternity Services, 2-LDSS, 1 student intern- SUNY Cobleskill Human Services major, 1-VESID, and 1- Catholic Charities. As more outside agency workers are trained, the success of the program will grow. Next year, there is a possibility that SCCAP will collaborate with LDSS to provide FDC to more of their staff. [Excerpted]

See also, Education, p. 49.

PONSI / Excelsior College Transcript Service

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. PONSI reviews the FDC courses offered through Cornell and establishes the value [credits]. Excelsior College recognizes the credits and awards them to the students. Students receive college credit from Excelsior College, not from Cornell.

DOS provides, manages, and sponsors a transcript service for FDC graduates. All graduates are 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 05, 439 requests were received and forwarded for transcripts. An analysis performed in 2005 showed that transcript requests from the NYC area comprise approximately 45% of the total transcripts requested statewide.

Disaster Relief / Emergency Management

State Emergency Management Office

[SEMO]

Two DCS 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 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. 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. During May, 2005, assigned staff participated in a 2-day simulated emergency “table-top” exercise named Operation Pierce Express. The simulation was based on a category 3 hurricane which directly hits Long Island. In July staff attended a Food and Water Sub-committee meeting to complete debriefing of May exercise and to make final recommendations to final draft of the Committee Annex.

Hurricane Relief ————— DCS / NYSCAA Response

Immediately following the Hurricane Katrina disaster, and even as it continued to unfold, DCS staff were in contact with most of their assigned grantees to determine need, and extent of grantee activity on behalf of evacuees or potential evacuees. Contact was maintained with the Gulf States CAA associations and OCS, with the DCS Director providing updates on services provided in New York State. Over 90 persons were reported by grantees as having had contact with a CSBG grantee during this period. DCS provided a supplemental grant of \$25,000 to NYSCAA from funds set aside for disaster relief and to coordinate the NYS CSBG response to victims of the hurricane.

NYSCAA activities included: collection of donated goods, supplies and money, co-sponsoring a concert with proceeds for hurricane victims, and working directly with the community action associations in Mississippi, Louisiana, and Alabama. In addition to funds raised in excess of \$20,000, NYSCAA sent several truck loads of donated goods directly to CAAs. Ultimately, two tractor-trailer loads of family items valued at over \$200,000 were shipped the St. James Parish Department of Human Resources to be distributed to multiple area community action agencies.

The NYSCAA website also maintained a page– and monitored and updated the information regularly. There was a link established to ‘Katrina Relief Efforts’; updated information with photos included. Donors were listed on the website. NYSCAA plans to keep this part of its website running for as long as relief efforts are needed.

[See also pp. 59-60, Disaster Relief- grantee accomplishments]

Women in Government Mentoring Program [WIGMP]

Staff in the DCS New York City office continues in the forefront of the Women In Government Mentoring Program [WIGMP], a partnership with the NYC Department of Education and Clara Barton High School, where mentoring was provided to 16 students. Mentors and students [mentees] are paired with the same students for a 3-year period from 10th -12th grades. Mentors and mentees meet bi-monthly at mentor worksites, for approximately 90 minutes. The 2004-05 school year began the 3rd year with the young ladies in this cycle, who are now high school seniors. A \$10,000 minigrant to NYSCAA assisted the Mentoring program in its achievements this year.

Four new mentors were recruited, bringing the total to 15. New mentors completed an application and attended 3-hour training conducted by the NYC Department of Education - Mentoring Program.

Mentors and Mentees participated in a variety of group activities during the academic school year. The first was the Mentoring Symposium 2004, Celebrating the Diversity of Mentoring, sponsored by the Mentoring Partnership of New York. Mentors and Mentees participated in a variety of workshops, and a special showing of a movie at Radio City Music Hall, sponsored by the NYC Mentoring Program. An Essay Workshop in December, 2004 helped identify key attributes of a good essay, common flaws, and self-assessment skills, and was conducted by staff of Parent magazine. In January 2005, the NYC Mentoring Program and Loew’s Entertainment sponsored Mentoring Recognition day with a special movie screening, and a keynote speech by Caroline Kennedy Schlossberg. In March, the group attended a Women’s History Program, entitled Honoring Women Who Have Made an Impact on Brooklyn. An honoree was one of the NYC Mentors. An evening at the theater was spent as a group project for Mentors and Mentees. A program highlight was the Mentoring Reunion, in January, 2005. Sixty-seven mentors and mentees from Clara Barton Classes of 1996, 1999, 2002, and 2005 celebrated Women In Government - 10 years of Mentoring. Mentors and Mentees were recognized for their contributions and achievements.

Mentees attended the Metro Program at Marist College, meeting with the Admissions Office and touring the campus. One student applied to the college after the visit, and was later accepted to Marist.

On June 17th, 50 parents, mentors, mentees and guests attended the graduation dinner. Three mentees were awarded a \$400 scholarship each for the following categories: Academic Achievement; Most Improved Mentee; and Model Mentee. Nine mentees each received a book stipend for \$150; one mentee received a \$50 book stipend; and 6 received a book on organizational skills. One Mentee was one of two recipients to win the 2005 NYC Mentoring Scholarship of \$5,000, to be distributed over the 4 years of college. In total, mentees attending college were awarded \$ 40,150 in private scholarships.

In college attendance, outcomes included: 16 mentees or 100%, completed high school, and 13 were accepted into college; 23% attend private colleges such as Howard University, Marymount College and St. John’s; 15% attend SUNY universities such as Binghamton and Plattsburgh; 30% attend CUNY colleges such as Hunter, Brooklyn and Medger Evers; 23% attend community colleges such as La Guardia and Ulster County Community College.

Minority & Women-owned Business Enterprises [MWBE]

NYS Minority and Women-owned Business Enterprises [MWBE] Program is governed by Article 15-A of the 1988 Executive Laws of New York State. This 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 to include them in NYS procurement activities.

DOS responsibilities for MWBE are two-fold: documents are reviewed to ensure compliance with state law, and 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 to obtain the necessary information.

One-on one assistance is provided: this year there were 34 inquiries about the program from DOS staff, grantees, subgrantees, and others. 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. Staff provided program and system information to prepare and update required Internal Control documents, formal function outlines for MWBE Administration, MWBE Contract Monitoring and MWBE Contract Review.

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.

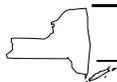
Committee Memberships

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, established in 1984, for the prevention and treatment of family violence, is administered by NYS OCFS and operates with the advice of a 13-member advisory board. Staff attended 3 meetings this year.



PROGRAM ACCOMPLISHMENTS

Community Services Block Grant

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.

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.

The 12 National performance indicators were created collaboratively with the national community services network to enable the diverse CAAs across the country to present a more uniform and coherent national picture of their work and accomplishments. The national indicators reflect but a portion of the work and accomplishments of community action; grantees are encouraged to continue reporting annually on the full range of ROMA outcomes.

Accountability

§678E - Accountability and Reporting Requirements

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

[See ROMA Indicators outcomes, Table 2, pp.38-44]

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 were notified in writing. Nearly all grantees submitted the APR by the deadline.

APRs were submitted directly to DOS via email through the NYSCAA website. Using the Teleforms system, the data are read, checked for errors, and verified. Followup is carried out to resolve any questions. The verified data are imported into the DOS database. Reports are developed, and incorporated into this Report to the Governor. The Narrative sections are submitted in the same fashion, and converted into text files for use in this Report.

[See Electronic Data Management, pp.7 for additional information on collaborative data collection efforts].

National Performance Indicators

Effective October 1, 2004 all states and eligible entities were required to report on the National Indicators. A work group comprised of representatives of grantees and DOS assisted with implementation of this additional reporting requirement. At the national level meeting and training sessions were conducted to assist states with implementation.

During FFY 05, the network reported 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. These reports were filed.

The first mandatory report will be submitted on March 31, 2006. The FFY 05 APR included a report on the national performance indicators. A significant amount of training and computer retooling was necessary to comply with the mandatory reporting.

Outcome of Efforts for: FFY 2005

National Indicators of Community Action Performance

New York State

Number of Grantees Reporting: 56
 Number of Eligible Entities: 52
 Indian Nations: 4

Table 2 - National Performance Indicators

Goal 1: Low-income People Become More Self-Sufficient				
National Performance Indicator 1.1				
EMPLOYMENT	Number of Participants Enrolled in Programs [#]	Number of Participants Expected to Achieve Outcome [Target] [#]	Number of Participants Achieving Outcome [#]	Percentage Achieving Outcome [%]
The number and percentage of low-income participants in community action employment initiatives who get a job or become self-employed as measured by <u>one or more</u> of the following:				
A. Unemployed and obtained a job	6,877	3,513	3,073	87.48%
B. Employed and obtained an increase in employment income	2,503	1,671	1,523	91.14%
C. Achieved 'living wage' employment and benefits	1,291	646	629	97.37%

Table 2: National Performance Indicators

GOAL 1: Low-Income People Become More Self-Sufficient		
National Performance Indicator 1.2 Employment Supports	Number of Participants Enrolled in Program[s] [#]	Number of Participants Achieving Outcome [#]
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 <u>one or more</u> of the following:		
A. Obtained pre-employment skills/competencies required for employment and received training program certificate or diploma	7,454	4,036
B. Completed ABE/GED and received certificate or diploma	2,617	833
C. Completed post-secondary education program and obtained certificate or diploma	1,150	658
D. Enrolled children in “before” or “after” school programs, in order to gain or maintain employment	10,414	4,714
E. Obtained care for child or other dependent in order to gain or maintain employment	4,088	3,164
F. Obtained access to reliable transportation and/or driver’s license in order to gain or retain employment	5,484	4,879
G. Obtained health care services for themselves or a family member in support of employment stability needed to gain or retain employment	15,410	10,362
H. Obtained safe and affordable housing in support of employment stability needed to gain or retain employment	10,305	5,085
I. Obtained food assistance in support of employment stability needed to gain or retain employment	125,499	123,242

Table 2: 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 <u>one or more</u> of the following:	Number of Participants Enrolled in Program [s] [#]	Number of Participants Expected to Achieve Outcome [Target][#]	Number of Participants Achieving Outcome[#]	Percentage Achieving Outcome[%]	Aggregated Dollar Amounts [Payments, Credits, or Savings] [\$]	
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	6,482	4,799	5,456	113.69%	\$ 2,987,976
	2. Number and percentage obtained court-ordered child support payments and the expected annual aggregated dollar amount of payments	16	5	7	140%	\$ 1,500
	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.	2,647	1,154	2,394	207.45%	\$ 36,998
Utilization	1. Number and percent demonstrating ability to complete and maintain a budget for over 90 days	6,001	3,613	2,989	82.73%	\$ 225,680
	2. Number and percent opening an Individual Development Account [IDA] or other savings account and increased savings, and the aggregated amount of savings	75	72	58	80.56%	\$ 7,449
	3. Of participants in a community action asset development program [IDA] and others:					
	a. Number and percent of participants capitalizing a small business with accumulated savings	10	3	1	33.33%	\$ 794
	b. Number and percent of participants pursuing post - secondary education with savings	70	32	52	162.50%	\$ 0
	c. Number and percent of participants purchasing a home with accumulated savings	301	288	252	87.50%	\$ 60,547

Table 2: 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 safeguarding of threatened 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 <u>one or more</u> of the following:	Number of Projects or Initiatives [#]	Number of Opportunities and/or Community Resources Preserved or Increased [#]
A. Accessible “living wage” jobs created or saved from reduction or elimination in the community	227	226
B. Safe and affordable housing units created in the community	37	2300
C. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by community action activity or advocacy	3,953	379,572
D. Accessible and affordable health care services /facilities for low-income people created or saved from reduction or elimination	1,104	22,751
E. Accessible safe and affordable childcare or child development placement opportunities for low-income families created or saved from reduction or elimination	3,264	7,783
F. Accessible “before” school and “after” school program placement opportunities for low-income families created or saved from reduction or elimination	2,090	12,079
G. Accessible new or expanded transportation resources, or those that are saved from reduction or elimination, that are available to low-income people, including public or private transportation	80	10,245
H. Accessible or increased educational and training placement opportunities, or those that are saved from reduction or elimination, that are available for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post-secondary education	918	12,740
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 <u>one or more</u> 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	19	13
B. Increase in the availability or preservation of community facilities	44	544,516
C. Increase in the availability or preservation of community services to improve public health and safety	1,581	1,983
D. Increase in the availability or preservation of commercial services within low-income neighborhoods	21	3,548
E. Increase or preservation of neighborhood quality of life resources	39	913

Table 2: 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*	1,651,353

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

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 925 volunteers serving on grantee boards of directors.

Table 2: National Performance Indicators

Goal 3: Low-Income People Own a Stake in their Community	
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	4,757
B. Number of low-income people acquiring businesses in their community as a result of community action assistance	225
C. Number of low-income people purchasing their own homes in the community as a result of community action assistance	432
D. Number of low-income people engaged in non-governance community activities or groups created or supported by community action	16,778

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 these Partnerships with Faith-Based Organizations [#]
Number of organizations CAAs work with to promote family and community outcomes	5,567	758

Table 2: 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]	52,508,938	7.3
B. Non-CSBG Federal Programs	299,050,360	41.7
C. State Programs	66,637,504	9.3
D. Local Public Funding	221,727,637	30.9
E. Private Sources [including foundations and individual contributors, goods and services donated]	68,857,745	9.6
F. Value of Volunteer Time [at federal minimum wage]	8,504,468	1.2
TOTAL	717,286,652	100

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

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		31,876		
B. Individuals with Disabilities		12,196		
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 [%]
A. Food – [NY unit measurement such as bags, packages, cartons, families, individuals, etc].	Varied	427,230	414,093	96.93%
B. Emergency Vendor Payments, including Fuel/ Energy Bills and rent / mortgage payments	Households	36,311	30,834	84.92%
C. Temporary Shelter	Households	2,484	1,687	67.91%
D. Emergency Medical Care	Households	1,624	1,464	90.15%
E. Protection from Violence	Households	6,214	5,892	94.82%
F. Legal Assistance	Households	15,664	15,099	96.39%
G. Transportation	Households	5,658	5,109	90.30%
H. Disaster Relief	Households	1,090	1,018	93.39%
I. Clothing	Households	19,746	19,685	99.69%

Table 2: 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 [Target][#]	Number of Participants Actually Achieving Outcome [#]	Percentage Achieving Outcome [%]	
Infants and Children	1. Infants and Children obtain age-appropriate immunizations, medical and dental care	1	27,941	26,951	26,930	99.92%
	2. Infant and child health and physical development are improved as a result of adequate nutrition	2	157,970	151,440	137,762	90.99%
	3. Children participate in pre-school activities to develop school readiness skills	3	14,211	13,753	13,849	100.70%
	4. Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1 st grade	4	9,738	8,510	8,557	100.55%
Youth	1. Youth improve physical health and development	1	8,957	7,433	6,931	93.25%
	2. Youth improve social/emotional development	2	11,366	11,805	10,444	88.47%
	3. Youth avoid risk-taking behavior for a defined period of time	3	7,566	5,207	5,312	102.02%
	4. Youth have reduced involvement with criminal justice system	4	1,636	1,528	1,452	95.03%
	5. Youth increase academic, athletic, or social skills for school success by participating in before or after school programs	5	14,090	9,832	10,200	103.74%
Adults	1. Parents and other adults learn and exhibit improved parenting skills	1	15,293	12,475	12,041	96.52%
	2. Parents and other adults learn and exhibit improved family functioning skills	2	15,363	12,533	11,697	93.18%

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 fundamentally a synthesis 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. We selected sample 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.

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.

In FFY 05, grantees submitted more information on housing and homelessness than on any other program area. Grantees illustrated the relationship between DOL/One-Stop Centers in their employment programs; that Income Management programs centered on entrepreneurship, and job creation strategies; that self-sufficiency outcomes concentrated on vulnerable populations; that programs for youth displayed grantee accomplishment in employment development areas; and, programs for seniors responded to need among that population for transportation. CSBG funds were used in whole or part with all programs.

Grantees submitted over 110 personal narrative [case history] accounts, many of them centered on domestic violence, personal struggles with substance abuse, and difficulties encountered with homelessness and eviction, and all illustrating the overwhelming desire to succeed, and move into lives of self-sufficiency.

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**

Grantees created original approaches to developing and improving the local workforce. Employment strategies varied widely, and responded to local conditions; in large measure, creation of, or placement in employment was connected to available training opportunities; often, employment is impossible without educational services or specific training. Activities in this service category responded to certain outcome measures of both Goal 1 and 2. Grantees reported employment activities in all APR narrative sections, from personal narratives to youth programs. Many employment programs were geared toward youth.

Grantees often reach out to niche populations, those with special needs or concerns that CAAs most often deal with very effectively. At Steuben-Yates CAA, veterans comprise a special population. The following strategy is aimed at this group.

ProAction of Steuben-Yates	Bath
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With a Veteran’s Administration Medical Center located in the ProAction service community, a high concentration of military veterans choose to become local residents. Most lack awareness of the local job market, others have a history of mental illness and/or substance abuse. Some also have criminal backgrounds, poor work histories, and low levels of educational attainment. These factors, combined with a growing community perception of these veterans as unmotivated or dangerous, created significant barriers to employment for this population. In support, the ProAction Employment & Training Unit sought, and was granted USDOL funds to pilot a 6-month Veteran’s Workforce Investment Program called VETS WORK! Based on success of the pilot, additional dollars were awarded to extend the program for another 12 months. With a total projected enrollment of 96 veterans, the program provides employment skill training, job search and placement supports and linkages with other community services. Of the initial 28 pilot participants, 68% successfully secured employment. The Director of Employment and Training wrote the grant proposal that resulted in receipt of DOL funds and is responsible for project oversight. CSBG dollars partially support this position, as well as the One Stop Career Search Center, which provides referrals and collateral support for VETS WORK! participants.

Vets Work! Employment & Support Program
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Grantees have learned that in order for employment to have a chance of success, other support systems may need to be in place; a variety of strategies was used to assist these youth in moving toward employment, and stability.

Cayuga-Seneca	Auburn
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Youth Achieving At Work provides opportunities for youth 14-21. Partially funded by BOCES, CSBG covers a portion of the Case Manager salary. Participants are employed, receive case management, test different career paths, enroll in vocational training, attain their GED or enter college. The program serves over 100 area young people annually, and provides low-income youth with money earned from employment. For many in-school youth, the money goes toward school supplies and clothing. For out-of-school youth, money earned often goes toward housing, food, and occupations that would otherwise be out of reach. Case managers work with the youth to resolve crises and to stabilize the youths’ lives. . . Through the collaboration, each agency staff learned of the many CAA services and programs that will benefit customers in the future. [excerpt]

Youth Employment & Support

Partnerships established with One-stop centers and Workforce Investment Boards are critical. For example, NiaCAP works with 14 One-Stop Partners who meet monthly to facilitate a seamless delivery system of services to job seekers and businesses. Each partner provides specific services/programs that support the One-Stop Center. CSBG pays for staff to assist job seekers with budget counseling, resume writing, advocacy for other support services while working one day/week at Work Source One. From May 2004 to May 2005, 1,700 job seekers found employment and over 800 businesses were served by the One-Stop Center. Partnerships with local one-stop employment centers often resulted in multiple outcomes, as this personal narrative illustrates.

M was a new resident to the area when he first came to CAA, unemployed, uninsured, and living with relatives. Our Family Development worker assisted with applications for services for which he might be eligible: Food Stamps, and the statewide health insurance program. M and his caseworker developed a family development plan, set goals for employment and identified resources to obtain it. M accessed resources at the CAA One-Stop Employment center to develop his résumé, and to research employment opportunities. He is now employed by a large corporation, working in the computer industry and feels extremely proud of his steps towards self-sufficiency. As M's financial situation improves, he has set a goal of finding an apartment and starting a home of his own.

EOC-Nassau made use of the One-Stop as well, noting that its employment programs, including the Displaced Homemaker's Multi-Service Center [DHMC] and Work Experience Program [WEP] deliver job readiness skills and employment ... In Orange County, both CAAs [Newburgh CAC, and RECAP] make wide use of employment and training strategies. Programs focus on youth, particularly the Bridge Program at Newburgh, that provided job and readiness training for at-risk youth. Another youth-focused employment program included Youthbuild at Rensselaer, which in addition to helping young workers learn a trade, helps improve community housing. [Other examples of youth employment programs are highlighted in the Youth section of this report, pp. 73-4.]

At Sullivan-CACHE, a Consortium consisting of representatives from CACHE, DOL, the Center for Workforce Development, local Community College, the local Job Corps and BOCES, was formed to identify, plan and implement employment services county-wide. The group coordinates and helps access needed resources to address a range of employment and training needs. CACHE also developed a website to reach out to people seeking employment.

In response to multi-varied problems, comprehensive solutions often result, not the least of which was obtaining a job, as this personal narrative demonstrates.

Ms. X called the CAA domestic violence hotline and talked to an on-call CAA advocate about her options for safety and housing . . . Ms. X was sheltered at the Agency safe home and staff assisted her in establishing some short and long-term goals, including: affordable housing, employment, furthering her education, and seeking a divorce. Agency staff helped Ms. X find and move into an apartment, and through CSBG-funded programming, secured household items and furniture. When Ms. X found employment, she was linked to Wheels to Work, which assisted her with purchase of a vehicle. Ms. X received free legal services through a legal aid agency that the CAA collaborates with to obtain a divorce. In addition to working a full-time job, Ms. X also enrolled in a nursing program and is on track to receive her certification. CSBG-funded programming and staff were used to assist this customer toward self-sufficiency.

Education **Category 2**

Many education programs, quite naturally, focus on institutional learning, schools and school systems, along with children and youth. Grantees often administer educational programs that work toward the root of a community problem, such as illiteracy, or truancy. In Erie County, the following program directly addressed a community problem - students who were suspended from school. The potential for these children to get into trouble, or, to fail within the school system could have had serious ramifications in their future.

CAO Erie	Buffalo
<p>CAO created the Suspended Student Day Reporting Program [SSDRP] that provides an alternative to students, grades 6-9, who were suspended from public school due to behavior problems. This program, adopted by the Buffalo Public School System, is a collaboration involving the student, parents, the school from which the student was suspended, CAO, and a community center to create an agreed upon return to school plan for the student. A plan is developed during the suspension period with input from a social worker, case manager, school counselor, the student and his/her parents. This program created an alternative that allows 70% of formally suspended students, grade 6-9, in the Buffalo Public School System to attend an alternative school during suspension with a less than 3% recidivism rate.</p>	
Program for Suspended Students	

Educational programs addressed a variety of problems, not the least of which is school violence. This program in Otsego County reaches out to that need, and to that population in trouble.

Opportunities for Otsego	Oneonta
<p>Violence Intervention Program [VIP] is an educational initiative that targets Otsego County youth, and presents preventative information and education regarding bullying, teen dating violence and domestic violence. The content of each presentation is geared to the ages in the audience. VIP collaborates with all 11 County school districts, as well as the two local Colleges: Hartwick and SUNY Oneonta. The schools have agreements with VIP, and the program presents to approximately 3500 youth between the ages of 12 and 20 during a school year. VIP provides each student with a packet of written information regarding the above issues. NYS DOH-Rape Crisis program contributes funding. Additional funding is required in order to cover the cost of materials. CSBG funding covers the cost of a portion of the written materials disseminated to students as well as educational videos and other teaching aids. The impact of the education initiative has been tremendous. Over 80% of youth who participated demonstrated increased knowledge of the issues. In many instances, after the presentations a youth will disclose some form of abuse to the educator. Appropriate referrals are then made. The impact of this education initiative is 2-fold; it prevents abuse by educating youth on the dynamics of abuse, and it connects youth who have experienced abuse with services to begin the healing process.</p>	
Violence Intervention	

In addition to violence abatement for young people, educational programs also focus on a myriad of mentoring and camping programs which provide education through recreation. After-school programs focused on continuing education, or carrying out educational experiences even after the school day is over, as well as ensuring that children of working parents have a safe place to go. Grantees also administer Head Start, and an array of day care and child care programs.

Grantees also provide different types of community educational services, such as parenting classes, literacy volunteers, and nutrition education programs such as the Teaching Kitchen in Orleans-Genesee CAA. [See pp.61.]

While educational strategies often reach and teach children and youth, there are many adults among the low-income community whose skills and credentials, once enhanced, will lead to employment that will draw them out of impoverishing conditions.

CAP Even Start worked with Ms. J to set and pursue her goals – and overcome many challenges with the help of her family educator. Her long-term goal is to be a preschool/kindergarten teacher. In working toward this goal she obtained her GED, and attended mandatory teacher assistant training in violence prevention and child abuse and neglect at a local technical school. Staff worked with J to prepare for her Teacher’s Aide certification exam, now completed. At one point she and her family became homeless and worked with CAP Emergency program – CSBG funded – to help her find stable housing. We next visited the local One Source employment program, housed at CAP, to complete her résumé and cover letter. She has now enrolled her son in CAP Head Start and was hired as a substitute Teacher's Aide, and will be completing the substitute training in November. She continues to work with Even Start on the Parents as Teachers curriculum. J used our programs to improve her education and that of her children. We provided the resources she needed.

The mechanics of adult-level educational services is best described by the following narrative accomplishment.

Department of Youth and Community Development	New York City
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Adult Basic Education [ABE] is a comprehensive educational program that results in a GED and job placement. It is carried out in a community that has a 79% poverty rate with fewer than 50% of the students graduating high school. Students enrolled in ABE have reading levels below 6th grade. First, the program provides assistance with basic education, preparing students for entry into a GED class and then a GED. Following graduation, students attend job-ready workshop where they have support of an employment counselor and job developer who help with job search and placement. DYCD provides funding for the CBO that developed and manages ABE; it uses CSBG funding for instructor salaries, and the program director who coordinates all program services. The NY Comprehensive Literacy Initiative (NYCALI) provides funding for English for Speakers of Other Languages (ESOL) classes. NYC Department of Education provides NYSED certified and licensed teachers for the GED classes. The Literacy Assistance Center provides staff development for the teachers. The NY Public Library provides teaching material. NYS DOL, through the EDGEX II Program, provides \$200,000 for the employment readiness program and staff involved with employment. As a result of collaborative efforts, 70% of enrolled participants passed the exam and received their GED. Many of the students moved forward to obtaining a job or increasing employment opportunities.

Adult Basic Education

In addition, training provided to staff also raises standards within the grantee and encourages excellence among customers as well as staff. Family Development and Family Development Leadership programs were carried out in several regions of the state, creating well-trained and informed grantee workers and leaders. [See pp. 30-2]

Income Management

Category 3

Of all the activities reported in this category, one stands out fairly strongly because it was reported by so many grantees – 8 – across several of the APR categories, and described in several personal narratives. Some of these programs are VITA - Volunteer Income Tax Assistance; others are [TCE] Tax Counseling for the Elderly. These free tax preparation programs have in common a focus on ensuring that participating citizens, many of them elderly, are assisted in receiving refunds following tax filing, and those eligible for the Earned Income Tax Credit obtain that, as well as any refunds. Monies are returned to the local economies, helping to boost the earning power of the community as a whole.

ProAction of Steuben-Yates	Bath
<p>Creating Assets Savings & Hope [CASH] ... is a program to help low-income individuals and families receive their maximum tax refund. More than 80 volunteers at 22 sites in Chemung and Steuben counties provided tax assistance service to help working individuals and families access available tax credits that will increase household income. Volunteers ensure that customers receive their maximum refund, by accessing tax credits and EITC. ProAction partnered with IRS, which provided computers and software. Other partners included United Way, Catholic Charities, Cornell Cooperative Extension, Salvation Army, YWCA. Several of these were tax preparation sites, including ProAction. Some of these partners provided additional funds, others, in-kind contributions. The impact of this collaboration was the filing of over 2,000 tax returns, yielding an economic impact of 3 million dollars to our local communities. [excerpt]</p>	

Income Tax Preparation Assistance

Several grantees reported much money saved in their communities, that could then be used in their communities. CAP for Madison described its connection with Colgate University, which provided the hands-on tax preparation: Almost 200 families/individuals took advantage of this program last year and returned almost \$380,726 to consumers. The strength is its partnership ... Colgate University students, many Economics majors, who are well-trained and meet with IRS representatives. Their golden opportunity, however, is working with low-income individuals and families. For some, this is the first time they interact with people in need DSS provides the tax expert to review cases, and CAP provides the space and handles . . . consumers. The collaboration between government, academia and private non-profit exemplifies community building . . . thanks to CSBG support. At Jefferson CAA, 18 people volunteered to be VITA tax preparers, and over \$160,000 was returned to the community. Fulmont has operated VITA for 3 years: In the first year... the coalition processed a total of 29 tax returns. In 2005 the coalition processed a total of 299 tax returns for low-income residents and netted \$527,495 in additional annual income for low-income families. Of that total, Fulmont VITA sites assisted 206 of those residents which resulted in \$420,623 in additional annual income. Other grantees reporting tax preparation programs were Cayuga-Seneca, Chemung, Essex, and Lewis.

While free tax preparation programs helped individuals and families by returning more money to their communities, other income management programs helped people to make better use of their existing income. The Financial Literacy program in Chautauqua taught household self-sufficiency through budget counseling & debt reduction, debt restructuring, money management, banking & investment. . . Last year, 22 Financial Literacy classes were conducted — Total participation – 120. Participants were taught the importance of understanding management of personal finances as the basis of building and maintaining wealth and financial stability. Banking relationships, budgeting and long-term asset building in order to achieve and maintain homeownership is the focus ...

Income management is key to many in low-income communities, as it ultimately allows participation in the dream of home and vehicle ownership, college education, and essentially, self-sufficiency. Interestingly, no grantees reported as an accomplishment either Wheels to Work or Community Solutions for Transportation, yet both of these programs were cited numerous times in personal narratives. Often, the car-loan program provides useful income management information, and serves as a springboard for greater self-sufficiency.

A 31-year-old single father who relied on rides and taxis to get to work, applied for, and received a loan through our Wheels to Work program. Within months of purchasing the vehicle, he was promoted at his job and is working toward his goal to make a better life for himself and his daughter. He completed this through the budgeting education part of the loan program; through this process, he became more aware of his expenses, and what it takes to move forward with his plans. By obtaining the car loan, and paying on time and in full each month, he improved his credit rating, making it possible to receive a standard bank loan after his car loan is paid. He also placed his daughter into a full time, licensed and established daycare instead of relying on relatives and friends. He is reaching his goals and continues to move toward complete self-sufficiency.

Other income management programs address the community, or selected segments of the population, where a major change in status will have a high impact on the community as a whole, and not just on one family or individual. In Franklin County, the Women’s Entrepreneurial Business Center [WEBC] provides training, budget counseling, technical assistance, networking to build a comprehensive and well thought-out business plan that will help individuals reach their goals of financial independence and self-sufficiency to new and existing business owners, male and female, in cooperation with the ComLinks Microenterprise Development Loan Fund ... WEBC provided 12 “web information” classes, serving 144 clients, ... [additional] training is planned Microenterprise assisted with 23 loans at an average of \$25,000 each. ComLinks networked with regional Economic Development agencies, local community development agencies, local banks colleges and businesses ... and is renovating its current facility, ...to incorporate a 40-person training center complete with computer, audio visual and internet access stations for clients.... Microenterprise activities were also reported by Monroe.

In Allegany County, the entrepreneurial spirit guides the local economy: ACCORD administers an Entrepreneurial Assistance Program serving minorities, women owned businesses, and dislocated workers using funding from Empire State Development Corporation and a NYS legislative member item. Through classroom education and individual technical assistance, new or existing entrepreneurs develop a business plan and have access to a variety of financing opportunities. This past year, 15 new businesses in our rural community were started, 9 businesses were retained or expanded, creating 17 new jobs and overall increasing sales by \$ 439,054 with \$ 140,000 in secured loan funds ... at a statewide conference, the ACCORD Program received a Program of Excellence award. ... CSBG funds were critical to the management of this program and to support staff for lending activities.

[See also, Rural Opportunities, pp.15; Chenango, pp.80.]

Grantees also addressed potential need in anticipation of crises regarding home heating and energy costs. Several grantees formed coalitions to begin to deal with emerging increased costs for customers – as well as for grantee staff experiencing higher gasoline prices. Costs for staff who make home visits, Head Start, and transportation programs, have all risen and may impact service delivery; grantees are developing responses.

Housing **Category 4**

Decent and affordable housing is a necessity; grantees noted that lack of housing – which may ultimately result in homelessness – continues to be a serious and persistent problem. Over one-third of grantees cited accomplishments connected to housing. In these accomplishment narratives, several grantees adroitly described local conditions which precipitated their intervention directly with individuals, or with a community-wide response. Many grantee responses in this category align with Goals 2/3.

Diverse community and economic conditions impact housing, and although expansion of an army base, addition of a new entertainment venue, or improvement of a hospital could conceivably have a positive impact on an area in the long run, in the shorter run the impact on the low-income community has been adverse. Landlords who were once happy to accept lower rents, or section 8 vouchers, have stopped that practice; with an influx of new residents – construction workers, military families, medical personnel – landlords can charge more, and lower-income families are priced out of the market. Evictions increased, or leases expired, and were not renewed. In addition, many elderly can no longer care for their homes; while sale of these homes may result in a financial improvement, it may not be significant enough in the face of declining health; also, there may not be enough housing to go around for seniors who would like to - or need to - live in a housing complex rather than own a home.

To that end, grantees designed multi-various responses. Several grantees became involved in home rehabilitation and repair programs planned to improve housing quality, value, and the health and comfort of residents. As described by Delaware Opportunities, outcomes of these programs on individuals and communities can change the circumstances in an entire location.

Delaware Opportunities	Hamden
<p>Delaware County is a large rural county ... a majority of the housing stock was constructed prior to 1939 and most of the older housing stock is occupied by lower income households. Homeownership predominates, but housing stock owned by lower income households has fallen into disrepair partly because of increasing property values (and attendant taxes)</p> <p>The population is also significantly aging, having the 3rd highest percentage of elderly residents among New York State counties . These seniors, on fixed incomes, face increased taxes, and increased shelter costs which are both rising faster than cost of living increases from Social Security. US HUD offers CDBG assistance to local units of government. These grants provide housing rehabilitation (among other eligible activities). Accordingly, Delaware Opportunities partnered with local units of government to submit grant applications. ... [and] performs the work under these grants, under contract with the local municipality. During the past year, working with the Town of Masonville, Delaware Opportunities surveyed home owners to identify [those] income-eligible with home repair needs. A grant of \$400,000 was awarded to the Town for rehabilitation of 20 housing units. In addition to CDBG, Delaware Opportunities applied directly for funding under HUD HOME for a housing rehabilitation program on a county-wide basis to rehabilitate 20 units of housing and successfully was awarded \$400,000.[excerpted]</p>	
Housing Rehabilitation Programs	

As indicated in many of the Goal 2/3/4 Accomplishments, and Innovations, grantees employed creative solutions to housing crises in their communities. [See pp. 78-9, 83]

Many lower-income families are renters but would like the security of home ownership. Several grantees have tapped into a variety of funding, including CSBG, to creatively set the stage for home ownership. [See pp.99, Table 12, Housing]

The homeownership program in Chautauqua CAA is a good example of a comprehensive program that focuses on its community, and yet understands the impact of home ownership on individual families.

Chautauqua Opportunities Dunkirk

COI developed and extended the Home Ownership program which started with a HUD Section 8 Self-Sufficiency program, and used CBSG to increase IDAs for home ownership. In the last year, 35 households successfully purchased homes. Customers received individual counseling, homebuyer education, financial literacy classes, and were linked with grant programs for down payments and closing costs. COI leveraged federal home loan dollars for extensive work with families who experienced lay-offs from jobs and were in danger of losing homes, to prevent foreclosure. In the last year, 65 customers successfully prevented foreclosure. Customers received an array of services: individual counseling, advocacy with lender through loss mitigation programs, foreclosure prevention funds from Dunkirk CDBG, FEMA and the Jamestown Housing Authority, and family budget counseling. COI partnered with Dunkirk & Jamestown, and leveraged CDBG funds to expand low-income home ownership and rehabilitation of old housing stock to reduce energy inefficiencies.

Comprehensive Home Ownership Program

As the following indicates, a family’s fortunes can disappear; with time, hard work, and intervention by a CAA, a return to a safe and comfortable environment is possible.

In October 2001, a single mother of 3 who worked at our agency through LDSS, was notified that her house was being foreclosed; following marriage dissolution, the mortgage was not being paid. The customer worked with the housing counseling program to try and stop the foreclosure. In June, 2002, unable to avoid foreclosure, the customer was accepted into the housing Voucher program and placed in a scattered site housing unit. She achieved full-time, permanent employment in July, 2002. Customer still received a rental subsidy to assist in rent payments. By July, 2004 this woman pursued homeownership through our Homeownership Program. She participated in homeownership counseling & education, cleared some past debt, initiated a savings program, attended financial literacy training, and was linked with mortgage programs and grants specifically designed for low to moderate income homebuyers. In September, 2005, she purchased a home. She remains involved with our agency housing & community services, and participated in all programs designed to promote self-sufficiency, bringing her family from the verge of homelessness to homeownership.

Grantees also determined that a most efficient and effective way to improve housing conditions is to join forces with a nearby CAA, and together, create home ownership opportunities in two or more counties. As explained by Opportunities for Broome, a collaborative effort enlisted the help of their sister CAA agency, adjacent Opportunities For Chenango, to help provide the First-Time Homebuyer Education classes Both CAAs negotiated an MOU, outlining each agency role and responsibilities. As part of the agreement, the 2 agencies will bring together several private sector partners to provide education and direct assistance to the potential homebuyers. .. include [ing] banks, real estate firms and insurance agents, as well as homebuilders. Working together, local government and these 2 CAAs, along with their private sector partners, will greatly enhance opportunities available to low and moderate-income people to achieve ... homeownership.

[See Chenango, pp. 84 for related information]

Obtaining a home is also made possible by activities in Livingston County, where the grantee, with its delegate agency, Habitat for Humanity ... turned a long-time vacant lot into a home for a needy local family. This partnership is nearing a second stage, where a second piece of vacant land will become available to Habitat to build another home in this area. Habitat can demonstrate that its program brings positive changes to a neighborhood and places quality homes on once vacant land; the community is energized and revitalized. Livingston County Habitat for Humanity contributed 9 homes locally to this effort. Five communities have experienced the transforming power of community revitalization through the construction of new homes on formerly vacant or decrepit property. Opportunities for Otsego [working with the City of Oneonta], reported that its partnership in support of their local Habitat for Humanity chapter ... resulted in construction of 4 new homes for low-income families within the city ... [and]would not have been possible without availability of CSBG funding to provide the infrastructure and experience ...

Grantees have also been working diligently, and sometimes serving as a major force behind coalitions, consortia, and collaboratives to advocate for improvement of community housing conditions, in general. In Saratoga Springs, ...there were 2,000 new housing units created in the city ...in the last 12 years, but only 17 are affordable to working families, at or below median income. Saratoga EOC has been leading 100+ organizations to support development of workforce housing. This year, ... we supported ...developers at municipal and neighborhood meetings. We partnered with one developer and provided extensive advocacy and support. ... [the] project will develop 8 affordable units , about half of the total units produced in 12 years. [See Wyoming, pp. 80, regarding creation of new, affordable housing.]

Grantees also recognized that transitional housing serves as a buffer, as individuals move among life choices, change goals, or face other barriers to self-sufficiency. In Wayne County, this CAA is dealing with the issue of no housing available for individuals returning to the community from placement outside the county. It is short-term, dorm style housing with wrap-around support services. Working with counseling agencies, county Public Health, and the Sheriff's department, CSBG funds were used to plan and especially to implement this project as alternate funding is , at present, insufficient to provide the 24 hour supervision required by the community and collaborative agencies...In kind services were provided by the many partners involved. As a result, Wayne County now has a housing alternative for individuals re-entering the community from jail, psychiatric placement and chronic homelessness that is a true step toward self-sufficiency and against recidivism.

The program in Chenango CAA, Beyond Shelter, provides transitional housing for working families at risk of homelessness. In addition to housing and family development case management, this program offers financial literacy training, and help in establishing a savings account for families at risk of homelessness. The family is housed for a year, at no cost for the first 3 months. Thereafter, the family pays 1/3 of its income in rent: half goes to the program, half into a savings account for them to use on exiting the program. OFC partnered with faith-based organizations, United Way, and a local housing authority. In FFY 05, 18 families received information and referral services as well as case management support; 6 families were helped to find temporary housing; 5 families became part of the program and received: case management, goal setting, budget counseling and credit repair assistance. All 5 families set and maintained a budget; 4 families transitioned to stable housing. [Additional information regarding homelessness is found in Emergency Services, pp.55-57].

Emergency Services

Category 5

Emergencies take many forms: ramifications of a serious illness, unemployment, divorce, homelessness, pregnancy. Singly, these conditions may precipitate emergencies; together, they can create crises, and chaos. 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. CSBG grantees are recognized experts in emergency intervention.

Some crises may be life-threatening, with customers facing circumstances which could have tragic consequences without intervention. Today, meeting an emergency, resolving at least surface issues, is only the tip of interaction between customer and grantee. 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.

Emergencies surfaced in several key areas: Housing, where eviction can lead to homelessness; nutrition, where hunger could lead to starvation, and health consequences; utility intervention, where failure to maintain payments could result in utility shut-off, an outcome that has, over the course of the last generation, resulted in death. Additional health emergencies required intervention and advocacy for prescriptions, and transportation to doctors or hospitals. Other situations - natural disaster, fire, flood, storms, require involvement of the community as well as intervention by the CSBG grantee.

Response to homelessness comprised the largest number of grantee narrative responses in this area, with the majority of those as Goals 2-3-4 accomplishments. Several narratives cited grantee partnerships and memberships in a variety of coalitions, task forces, and councils designed to find creative ways to ameliorate address problems faced by special populations, how to end homelessness, and development of new solutions to homelessness as a community problem. Many grantees were the leaders in these coalitions, and many were the driving force behind grant applications to an assortment of funding sources, both state and federal, for specific program funding.

Opportunities for Broome	Binghamton
<p>OFB is a member of the County Homeless Coalition, which planned and coordinated services to the homeless population and sponsored a joint application each year to US HUD. The Coalition conducted needs assessments and designed service plans to meet those needs, but the homeless population continues to need new and varied services. This year the Coalition identified the needs of the severely and persistently homeless population as in need of “immediate shelter and intensive case management services.” Unfortunately, numerous community agencies previously tried to provide this particular population with services, but were unable to make any progress. ... Our CAP convinced the other service providers and Mayor that our response to the Coalition’s RFP for services to this “severely homeless population,” should be given a chance..... The Homeless Coalition unanimously accepted the OFB proposal, and it won preliminary approval from HUD ... OFB ...will receive a grant of \$1.3 million to provide services ... that will improve the conditions in which very low-income people live and create 10 new safe and affordable housing units for homeless people. [excerpt]</p>	
<p>Homeless Housing Coalition</p>	

Other homeless coalitions are also part of the HUD Continuum of Care network: for example, Franklin CAA is part of such a Continuum, and its observations, outreach and wholly practical actions - such as landlord -tenant mediation - clearly led to positive results for homeless people in that county.

<p>...the HUD Continuum of Care program, under leadership of ComLinks CAA, completed several initiatives to assist low-income people to own a stake in their community. The Continuum of Care is composed of 40 members ... A) It had long been recognized that inability to furnish an apartment has impeded persons coming from homelessness or substandard housing to put down roots in the community ... a location was established where agencies can bring good used furniture for storage to be used by individuals and families as they set up a home. B) Conflict between tenants and landlords was a perennial problem. ... the Continuum organized a meeting for both groups conducted by a local lawyer, in an effort to help each party hear and better understand the issues of the other. Low-income persons are becoming more responsible tenants and are empowered by having a resource to turn to for information in cases of violation. C) Another problem cited by the Continuum was lack of a simple reference guide for providers to direct clients to obtain assistance in situations of need such as unemployment, eviction, inability to pay first month's rent, utility charges, . . .A guide for housing and service providers was drawn up by Continuum members and distributed to providers and churches. It has proven helpful in assisting persons promptly, thus helping them to keep their homes and maintaining their place in the life of the community. D) the Continuum received a HUD grant....to provide a minimum of 14 units at any given time for qualified low-income persons or families, including funding to connect residents to appropriate services. This will help stabilize individuals involved, keeping them near where they have lived, and increasing their stake in their communities. A second project is establishment of a Homeless Management Information System [HMIS] to document and provide services more effectively for a very low-income population so that they may be assisted out of homelessness into safe housing and may own a stake in their communities. [excerpt]</p>	<p>Malone</p>
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Continuum of Care

The Homeless Management Information System referenced in the Franklin narrative is also part of Continuum activities in Greene and at Rural Opportunities, where ... Orleans County Continuum of Care HMIS Planning Committee completed an assessment of any combined reporting on homelessness currently taking place in the community. It met with a HUD representative for guidance on HMIS development, and created a charter and vision statement. It identified community stakeholders, and conducted a survey on the equipment, software and systems these stakeholders use to collect information on clients and services. It developed protocols to safeguard confidential information such as incidents of domestic violence and HIV status, and presently is completing a gaps analysis. Implementation of HMIS in Orleans County is expected in early 2006. HMIS, as described in the Greene CAA narrative will result the ability ... to collect , report, and analyze data on homeless. ... with the ultimate goal of increased affordable housing and eliminating homelessness.

In Jefferson County, the Points North Housing Coalition is a volunteer group which focuses on ending chronic homelessness by 2015 .Its point in time survey identified 112 sheltered and 15 unsheltered homeless individuals in the tri-county area; with 53% considered chronically homeless. The most vulnerable component were young males who suffered from severe mental illness, substance abuse, or both. The purpose of this group is to better the lives of the homeless, as well as all residents of the area.

In several counties where homeless coalitions flourish, CAAs added case management and direct intervention to the mix. In fact, in Schenectady, the CAA is leading the way in operating an emergency homeless grant program. At SCAP, ... the program is designed to assist the homeless to move out of temporary shelter and into permanent affordable housing in a more timely and efficient manner. Prior to the program, when a homeless family or individual was placed in temporary shelter by LDSS, it was their responsibility to locate affordable housing; LDSS staff did not provide this service. Many shelter residents lacked the skills and abilities to locate permanent housing for themselves. This often resulted in their remaining in less than safe or healthy housing situations for long periods of time, which was also an economic drain on the county. Since the program began, all DSS homeless placements are referred to ESGP. At SCAP, a Housing Case Manager meets with LDSS referrals, assesses needs and offers options and opportunities. ..

Homelessness is an emergency that requires immediate action, yet its resolution often takes much time, since there are so many contributing factors. The following personal narrative is a good description.

E is a single man in this 60's with no family support system. With no income, he was evicted. He had problems with alcohol and participated at the local chemical dependencies Clinic. He had health problems, poor nutrition, and was concerned he would fall back into drinking. LDSS referred him to the CAA homeless assistance program where he enrolled in the homeless shelter operated by this CAA. Staff worked closely with him in establishing goals and action steps, becoming involved in social and mental health counseling, and assisted with filing for Social Security. As a result, E found and maintains a small efficiency apartment and continues to live independently. The homeless assistance program and the shelter are not adequately funded and could not exist without the direct support of CSBG funding.

Homelessness is not the only area where grantees meet emergency need. In Broome County, OFB administers an emergency services program that tries to provide people with emergency assistance in 1) avoiding evictions 2) avoiding utility shut-offs 3) purchasing necessary medications 4) shelter, and, 5) food. We do this either directly with funding from CSBG, FEMA, or United Way or by referral to other agencies that provide these needed services. As part of our annual review of service delivery we identified a better strategy to avoid evictions by coordinating services between our office and several government and housing agencies. Delaware Opportunities, as well as the Seneca Nation, reported provision of comprehensive emergency services.

Mrs. D came to our CAA with a utility shut-off notice, rent arrears, and no resources or income. Her husband is a self-employed but had not worked for several months. Mrs. D was denied Emergency Assistance by LDSS because family income was less than expenses. During our interview it became evident that the utility bill was extremely high. Mrs. D was advised to contact her landlord and the utility company to have the meter checked. An energy audit was also suggested. Mrs. D was referred to several local businesses for employment openings, and gained employment the following week; she was soon working full-time. The utility company put a hold on the shut-off pending further investigation. LDSS helped with rent arrears. The family also received food and school supplies from CAA. As a result of CAA information, referral, and services, the family resolved its immediate emergency needs and continued to maintain home and employment.

Emergency Services/Disaster Relief — Grantee Responses

Disasters may start out as emergencies; yet not all emergencies are disasters, and some emergencies impact more than one individual or family. Across the state every day, entire localities or regions are faced with catastrophic fires, floods, or natural disasters that disrupt the daily flow of life. Often, the CAA is the catalyst in bringing an entire community together to help those in need.

In one county, over 35 families were affected by a rash of fires. When the CAA saw a story of one family in the media, it reached out by providing furniture, food, and responding to the special need of one of the children. Elsewhere in the state, ...Victims of a house fire, a single disabled father and his young son, were referred to CAP by the local American Red Cross ... Temporarily living in a motel, the father was eager to find permanent housing, but also needed food and clothing assistance. A family development plan was completed and referrals were made to LDSS for emergency servicesCAP provided food and clothing through its food pantry and clothes closet ...CAP housing program is assisting the family in purchasing a used mobile home and drilling a well for safe drinking water. .. this family is ... stable and well on the way to becoming self-sufficient.

In Nassau County, after a disastrous fire, the grantee served as a triage location for 28 families – 85 adults and children – as they sought respite from bitter early morning January cold. Family Development staff conducted intake ...and identified immediate needs for clothing, medication, housing; and other supportive services. Families were temporarily housed in hotels; staff accompanied clients to the hospital and reunited families who had been separated from school-aged children or spouses who were at work; 90 days after the fire, EOC continued to provide oversight for food, clothing and household goods distribution to the affected families.

In Broome County, extended rains caused severe flooding in many residential neighborhoods, especially in low-lying areas. With some roads completely washed away and both rivers threatening to overflow their banks, a state of emergency was declared by the Governor. As the rivers began overflowing their banks, mostly in very low-income areas, OFB informed the community about items needed immediately: mattresses, bedding, food, and clothing. A local chain store that was about to begin replacing mattresses at a local motel near the most devastated area contacted OFB, offering to give the mattresses to flood victims; but they needed to be picked up. OFB, the County, and Red Cross worked together to identify those in need, and develop a delivery system—using volunteers. The media were tapped again to inform people about the mattress give away, and where to get them. All 100 mattresses were distributed to low-income flood victims in two days.

In Erie County, the grantee undertook local disaster relief preparedness training and education. Police and Fire agencies, FEMA, local Red Cross, United Way, informed the community about existing disaster/emergency services available in the county. About 200 people attended, and block club representatives committed to developing a mutual assistance protocol to support each other across the County in the event of a man-made or natural disaster.

Disaster relief/Hurricane relief — Angel Action

Grantees responded unconditionally to the devastation wrought by Hurricane Katrina, and then Hurricane Rita.

Community Action Angels is a volunteer membership program of Wyoming CAA, a resource development tool that uses the talents and expertise of community volunteers to bring resources to member agencies to help families who need assistance. In response to the hurricanes, Angel Action embarked on a tremendous, and heartfelt undertaking.

[see pp. 66]

WCCA staff provided the following information:

... a few days after Hurricane Katrina hit the Gulf States, WCCA-Angel Action received word that sister CAAs in Louisiana were not receiving the necessary crisis assistance in a timely manner due to the magnitude of the disaster. DOS-DCS and NYSCAA asked for donations to send Realizing that getting commodities and supplies would be more difficult and time consuming, Community Action Angels Membership planned a way to work together and raise funds that could be sent directly to sister agencies. While working to raise funds, Angel Action staff learned from the Executive Director of Louisiana CAA Association that despite the personal losses, staff in the areas most affected by the hurricane were making valiant efforts to take care of so many people coming to them and under very difficult conditions. In an effort to let these staff know that the thoughts and prayers were with them, Angel Action membership developed a special card of encouragement for Gulf Region CAA staff.

Two hundred cards were mailed to staff working at CAAs in the most affected areas. We received a heartfelt thank you ... they let us know that they were also giving these cards to families who were relocating. We received a request for more angel cards. . . . not only would families in process of relocation appreciate a kind word from New York, but also would the many Head Start children who were severely affected . . .

We asked for, and received permission, encouragement, and financial assistance from the NYS DCS Director to create a card specific for the children of Louisiana who were also experiencing the stress of relocation and other changes in their routine, and also one for families in the process of relocation or rebuilding.

Angel Action worked with Pioneer-Credit Recovery, Inc. which donated Hershey's Hugs and Kisses candy and bags for the children receiving the cards. Their employees, along with other community members, donated enough candy and bags to send 1000 cards and 750 bags of candy to the children and families in Louisiana as well as to Sacred Heart Parish in Biloxi, Mississippi where so many families were also affected. Thirty employees, along with Community Action Angel volunteers, prepared the cards for mailing, and filled candy bags. Ten members of the Civil Air Patrol worked to fold the candy bags and box them for shipping to the Gulf States. The cards and candy were received, and deeply appreciated.

Edited/Excerpted

Additional Statewide Responses

Angel Action activities were reported statewide, including fund raisers, bake sales, craft sales and raffles. In addition to Angel Action, many CAAs reported aiding families who were relocating. This assistance included housing, clothing, food, job assistance, holiday help and assistance in locating additional services available within their counties. From teddy bears to tissues, grantees spearheaded efforts to reach out – and to deliver the goods to the victims in the Gulf. The need will be long term and many programs are planning fundraisers and additional help in the coming months.

In addition to county and citywide drives to collect cash, gift cards, personal care items, other creative responses included assistance to specific counties, for example: Holmes County in Mississippi, became a home to thousands of Katrina refugees – Lewis County NY, similar in size and population, undertook a special effort to reach out to this particular area, developing a ‘partner’ CAA in the Gulf. Livingston County also sought to ‘adopt’ a community impacted by the disaster. In Oswego and in Franklin, grantees worked extensively with local Rotary Clubs on fundraisers, and coordinated with national Rotary efforts. ACCORD, [and in conjunction with Angel Action] arranged for donors to indicate how they would like their donation used, and ACCORD assembled a wide variety of partners in their efforts, well beyond Red Cross, Salvation Army, and NYSCAA – a local college, school districts, and Allegany County were among them. ACCORD also collaborated with community partners on a benefit event to be held in 2006. Niagara was involved in selling art prints as a fundraiser. Saratoga EOC worked with its local community and faith-based groups to solicit baby items and bedding.

In addition to providing funds, goods, and services to NYSCAA in its statewide efforts [see pp. 33], individual grantees reached out into their communities, and responded through sometimes demanding situations to help an individual family return to a normal life.

A member of a neighborhood church referred the X family to CAA in September. Eager to assist these Katrina survivors, CAA staff contacted them at the hotel and discovered that their spirits were high despite the tragedy ... The family journey from Louisiana was arduous and left them with very few personal items; their car broke down on the way. We found out the type of personal care items needed for basic and immediate needs. Staff personally delivered the items to the family later that evening. During this visit, we learned that they also lost the majority of their clothing and were seeking housing and employment. The next day, staff scheduled a trip to a local store to purchase clothing. Each family member was allotted \$100. Funds were expended from a grant CAA received from a faith-based charity. The family was pleased with their purchases and appreciative of our intervention; with assistance of a local municipality, one member of the family, along with her 2 sons, will be moving into an apartment soon, while the other 2 adults will be moving into a senior citizens complex in a nearby town. We worked with LDSS to secure a position that a local bank has set up for victims of Hurricane Katrina. It has been a very rewarding experience for staff to assist a family during the time of despair. CAA will remain steadfast in assisting this family to reach its goal of stability and will provide any additional services.

A detailed report on hurricane relief efforts was filed with OCS.

Nutrition **Category 6**

Hunger is as pervasive a problem as homelessness; in response, nutrition and food programs continue to be cornerstones among grantee programs. Programs and services provide food directly, nutrition education, and referral to additional nutrition services. In addition, many WIC programs, as well as USDA feeding programs, are operated by CAAs. Most grantees operate food banks and pantries. From infants to the elderly, food programs designed to eliminate hunger are prevalent in the CAA landscape.

Three grantees – Columbia, Dutchess, Tioga – reported operation of food buying clubs.

Columbia Opportunities	Hudson
<p>The Extra Helpings Program provides additional food resources to low-income individuals and families. It is a food buying club offered in conjunction with the Regional Food Bank of NENY, with Columbia Opportunities coordinating overall services. Other partners include the regional food bank, Cornell Cooperative Extension, local housing authority and a school district. CSBG funds help pay the salaries of staff who coordinate the program. Funds are also available to help people get started with the program if needed. Each month, between 75-100 people pay \$14 for \$30 worth of food. Many customers are elderly or disabled and benefit not only from the cost savings, but the meal planning as well. Cornell Cooperative Extension prepares a monthly newsletter that offers nutrition education and recipes appropriate for the monthly menu plan. Participation in the program prevents many customers of needing regular assistance from our emergency food pantry.</p>	
Food Buying Club	

Other nutrition-related activities include community gardens; [See, Schoharie, Goal 3, pp.81] the Eat Well, Play Hard program at St. Lawrence, which in addition, has a senior nutrition program, and the Teaching Kitchen in Orleans, a program first outlined in FFY 2003, and which continues to impact the lives of low-income families who ... have had problems buying and preparing healthy meals for low cost. The curriculum includes gardening tips, cooking instructions, field trips to grocery stores and budgeting classes that accompany each meal preparation. This past year, Community Action held 34 classes for low-income citizens and 4 more classes for diabetics. The program impacted 126 attendees and their family members directly, and the entire community through marketing and outreach. A supermarket chain and a hospital are among the partners.

A homeless couple was living in their vehicle when they came to our outreach center looking for food. The young woman was pregnant. They were upset, the weather was cold, they were out of money, had no blankets and were low on gas. The Center Coordinator contacted a local church who arranged a temporary place. Food was supplied through our food pantry until they found an apartment a few days later. LDSS paid for first month's rent and CAA helped supply household items to get them started. The Center Coordinator arranged WIC enrollment to ensure adequate nutrition for mother and unborn child. Settled into their new home, they could safely start a life as a family.

Several grantees also implemented annual events such as holiday food drives, which raise money, or accept donations for food which is then distributed in the community. Often these appeals are well-publicized, generating much community good will in addition to the foodstuffs.

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 display 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 resulted in better community services, more effective service delivery, and elimination of duplication of services.

The following examples are excellent illustrations of the concept of mobilization of resources, and within the context of the CSBG-IS request.

Opportunities for Otsego	Oneonta
<p>Program Name: The Children’s Center</p> <p>Purpose/Need: Prior to creation of The Children’s Center, many parents involved in Family Court proceedings had no other options than to bring their children with them into the court room. Children often had to witness emotionally charged arguments over custody and other issues.</p> <p>Description: The Children’s Center provides on-site care and information and referrals for children whose caregivers are involved in Family Court proceedings. Qualified staff members not only care for the children during court proceedings, but also provide families with information and referral on a wide variety of services available throughout the county.</p> <p>Role of Agency: OFO is the primary program, operator providing staffing, supervision, and oversight.</p> <p>Partners & Partner Roles: Partners providing funding include OFO, Unified Court System, Otsego County, United Way, and LDSS. In addition, an advisory committee includes local judges, attorneys, DSS Commissioner, and Catholic Charities.</p> <p>CSBG Involvement/Role: Program operation would not be possible without CSBG funding support.</p> <p>Type of funding contributed by each partner: OFO- CSBG funding; Unified Court System- Monetary; United Way - Monetary; LDSS- Monetary; Otsego County - Space in-kind</p> <p>Impact and Results: During the past 12 months, 631 children were cared for at The Children’s Center; 91 of these children were referred for additional needed services.</p> <p>CSBG Service Category[s]: 7 Linkages /8 Self Sufficiency / 9 Health</p>	

Schoharie Community Action Program **Cobleskill**

Program: ACCESS CENTER for Adult Education and Training

Purpose/Need: guide the development of workforce education and training in Schoharie County. Funding for ACCESS Center ended in June, 2005 , re-opened in September

Description: A partnership whose mission is to develop a more complete array of education, training, and support services to provide adults with personal enrichment and opportunities for meaningful employment and lifelong learning.

Role of Agency: SCCAP provides supportive services, space, and employs the ACCESS Center Director under a contract with BOCES

Partners/partner roles: Workforce Development Board, County Planning, Chamber of Commerce, BOCES, SUNY Cobleskill, LDSS, and SCCAP

CSBG Involvement/Role: SCCAP provides space for ACCESS Center and some of the space is funded through CSBG. If CSBG dollars were not available for supportive services, as well as space and personnel, the program would not exist.

SCCAP was the catalyst that helped ACCESS re-open in September, 2005

Type of funding contributed by each partner: Representatives from partner agencies serve as the Education and Training Coalition; services are primarily in-kind from each agency

Impact and Results: Support for the County Economic Development Plan; Provide direction to Capital Region BOCES career and technical education strategic planning efforts; support incumbent workforce education and training; guide development of the emerging workforce (youth) of the region; and, produce a blueprint for the future development of a comprehensive workforce education and training system.

CSBG Service Category - 2 Education

This program was first highlighted in the FFY 02 Report to the Governor; its success is clear, with CSBG currently providing its funding base.

CEO for the Capital District Area [Rensselaer]	Troy
Program Name: Rural Community Connections	
Purpose/Need: According to Census 2000 Rensselaer County is home to 152,538 people; 95,707 (62.7%) live in rural towns. The majority live in rural areas with limited transportation, an impediment to receiving needed services.	
Description: The Rural Community Connections Program provides advocacy, linkage, referral and short-term case management services to individuals in crisis and/or needing access to resources living in rural areas.	
Role of Agency: CEO recognized the need for a position in the rural areas and made it a priority to locate additional funding to continue the services. CEO provides oversight, administrative and program support.	
Partners/partner roles: TRIP [Housing Program], Joseph’s House and Bethany Center - Security Deposit and Rental Assistance Program (SDRAP); Roarke Center - financial support to in-crisis customers; Catholic Charities - Community Voice Mail; Troy Area United Ministries - customers needing furniture; FEMA - utility bill assistance; Supplemental Homelessness Intervention Program - rental assistance to customers facing eviction	
CSBG Involvement/Role: CSBG funded staff provide direct services including case management and crisis intervention. The management team including Manager and Division Director, partially CSBG funded position, provide oversight and supervision of the program and staff.	
Type of funding contributed by each partner: TRIP, Joseph’s House and Bethany Center - monetary; Roarke Center - monetary; Catholic Charities - services; FEMA - monetary; Supplemental Homelessness Intervention Program - monetary	
Impact and Results: Rural Rensselaer County residents receive services that were nor previously available. The Community Connections Program served 111 customers during FFY05; all 111 achieved an increase in access to community services and resources; 84 households in crisis had emergency needs ameliorated as a result; 82 of the 84 households-in-crisis indicated that their situation had improved as a result of emergency services received.	
CSBG service category[s] :5 Emergency Services /7 Linkages /8 Self Sufficiency	

Advocacy, Outreach, and Citizen Participation

Advocacy – either institutional or individual – and citizen participation, are two functions fundamental to community action, carried forward by CSBG grantees, and 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. Outreach is a means to reach diverse community populations.

Grantees often provide or ensure the venue for public meetings and gatherings, such as the Youth Summit at Cattaraugus, or the various activities celebrating Community Action Month in Columbia. Outcomes of these meetings encouraged enrollment in grantee programs, such as Child Health Plus, and cooperation with other community groups to disseminate information. Other public meetings, such as “Let Justice Roll” in Rochester was ...a community conference to develop an action plan that will address poverty in the greater Rochester area. As a result, the number of people participating in activities to address poverty increased, and local meetings continued identifying issues and areas where there are gaps. In Onondaga, PEACE held its 2nd annual statewide conference : “Piecing it all Together, Recognizing the Faces of Our Community’, with a keynote address provided by Yolanda King, [daughter of Coretta Scott King and Dr. Martin Luther King, Jr.] [who] ... lectured on diversity to an audience of well over 250 people from a variety of professional backgrounds ...

Other community activities resulted in new programming. Five grantees, through outreach and advocacy for community groups, developed programs that created more links with local Hispanic communities. In Cattaraugus, when an increasing number of people for whom English is a second language relocated to that region, ...CCA searched for ways to bridge this gap and appear less intimidating ... [in the] CCA youth involvement program, youth are seen as resources and encouraged to take action in their communities. With both objectives in mind, agency staff approached a local high school Spanish teacher, who was delighted to have her Spanish Honor Society students create basic ... Spanish signs [which] now welcome our customers, state our hours of operation, point out the receptionist, waiting area, assessment room and restroomsplans are underway to have students act as interpreters ... students will volunteer their time, but will also receive gift cards from area businesses that joined this partnership. The teacher also offered to translate agency forms and literature for a small fee. Outreach led to a solution.

In Saratoga each summer, many who work at its race track speak only Spanish. EOC developed a Latino advocacy/outreach program. We hired a part time bi-lingual advocate and secured an intern for the summer. We . . .discovered that their number one need was learning to speak English. A Church offered its facilities to conduct classes in English as a Second Language. .. [and] provide a meal for the workers while they attended class. Our advocacy workers held classes 2 evenings a week, May - September. Over 40 students increased their capacity to communicate in English. Outreach and advocacy led to improved communication skills, and doubtlessly more self-sufficiency among the track workers.

In Livingston, the grantee worked with the local Migrant Center to sponsor a childbirth class in Spanish, and included transportation, as well as printed materials to keep. In Yonkers, an Hispanic staff person suggested a basketball team for Latinos to increase community involvement. As a result, several families enrolled their children in CAP programs, and others became volunteers. In Rockland, an Alzheimer’s assistance group is conducted in Spanish.

Volunteers and Volunteering

Board – staff – volunteers -- are three main elements that construct the tripod structure of community action. Volunteers are a backbone, providing essential support and services to 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. Over 36,000 New Yorkers volunteer at CAAs across the state.

Wyoming County Community Action [WCCA] has become a statewide leader in developing volunteering efforts. WCCA is located in a small rural area but receives in-kind of over \$400,000 and helps as many as 5,000 people each year through its efforts. Community Action Angels is its volunteer membership program, a resource development tool that uses talents and expertise of community volunteers to bring financial and other resources to member agencies to help families who need assistance. This program, founded by a past recipient of Community Action services, was gifted to be used exclusively by CAAs with the following provisions: 100% of money raised through volunteer efforts is used for direct services ... [it] focuses on helping working poor families who may not qualify for assistance through normal service programs because of income restrictions. If resources are available, all people can be helped regardless of circumstances, and every person helped must be asked and given the opportunity to help in return through volunteerism.

One Community Action staff member in each member agency oversees the program; projects are managed and brought to fruition by an Advisory Board and volunteers. It also provides money and commodities for all people where no programs exist for specific and sometimes unusual needs. Angel Action also developed United Students in Action, its student volunteering program, operating in high schools.

The following was reported by WCCA in its APR as an Innovation this year.

Community Action for Wyoming County	Perry
<p>WCCA received a \$20,000 NYS/DCS-CSBG minigrant to expand the Community Action Angels volunteer initiative. . . It focuses on the working poor and sick by meeting their emergency need immediately rather than waiting until their resources are exhausted and they find they are unable to escape the downward cycle into poverty . . . An instruction manual, custom software for data collection, graphics and extensive training are given to agencies that purchase membership ... Free trainings on fundraising, volunteer recruitment, partnerships and collaborations, securing sponsorship and other volunteer management topics are provided to members at conferences throughout the year. Additional graphics, projects and fundraising ideas are provided regularly. Currently, 19 CAAs in NYS serving 23 counties are members. ... Our logo provides consistency, instant recognition and credibility to CAAs as a charity and not as a government agency already totally supported by the tax dollar, which is a common perception. More charitable dollars are donated to our agencies during normal times as well as during times of disaster. We are continuing our plan to include more NYS agencies in the membership while we move to introduce this program in other states. Our intended impact is to increase community involvement in Community Action nationwide. [excerpt]</p>	

Community Action Angels – Expansion

Other voluntary efforts include several of the community fundraising activities mentioned in the Nutrition category, and grantees underwrote free clothing drives and participated in the Coats for Kids campaign in the Capital region.

Volunteers are often anchors in the many community-wide food and clothing drives; without volunteers, these activities would be difficult to carry out. In Wyoming County, not surprisingly, volunteers spearheaded a community food drive, which resulted in collection of over \$25,000 in non-perishable food; 157 volunteers donated 1237 hours. The collection provides emergency food for 1 year in Wyoming County. It will feed Community Action customers as well as customers of other local agencies[and] allows us to stretch donated dollars by providing vouchers for fresh food products along with donated non- perishable food . We partner and trade with organizations that have money for fresh food . . .Wyoming County needy receive more balanced meals.

Several agencies also sponsor mentoring programs like Big Brothers-Sisters, which rely on volunteers to carry out program initiatives. At ProAction-Steuben/Yates, youth volunteered at a nursing home and gained valuable insight into their own lives as well as the lives of the elderly people they worked with. In Oswego, mentors were provided for children and youth; the children were mentored by high school students, the youth, by adults. A school system is a full partner in this effort, for activities both recreational and academic. This program also received funding from the US Department of Education. In Orleans County, at risk high school students were partnered with Head Start children

[see pp.74, and see also, New York City, pp.14].

CAAs raise the level of community support – and action – through volunteering efforts.

Mrs. D, a 56-year old low-income woman suffering from heart failure, and on oxygen called Emergency Services at Community Action. She had tried for several years to resolve problems with roof leaks, but could find no help. The leaking was bad enough to soak the carpets, and pull kitchen cabinets from the walls. During heavy rains, she placed buckets, bowls, and dishpans under the leaks in almost every room, and then stayed awake all night trying to empty buckets. Mrs. D called our CAA case manager in desperation, and staff started looking for help – but there were no resources. The Case Manager started calling local businesses to get material and labor. She was successful. The community in which Mrs D lived came together and helped replace the roof, material was donated as well as food to feed the volunteers. Within 2 days an entire community banded together and Mrs. D had a new roof.

Self-Sufficiency

Category 8

Probably no other programs have as deep an impact than do those that foster self-sufficiency. In a sense, most CAA-operated programs foster self-sufficiency; however, the programs attributed to this category often reach out to the weakest and sometimes most powerless community members. As indicated by the Case Histories on pp. 100-06, these programs nurture real change, and result in families and individuals who are strengthened, and more invested in their communities. The extent of their struggles and movement toward self-sufficiency is evident from the personal narratives.

Among the most vulnerable are children, as well as those victimized through domestic violence or other types of abuse. As illustrated by many of the personal narratives, grantee reports of domestic violence accounted for nearly 30% of the narratives. Domestic violence is a significant statewide problem, as noted by grantees in both urban and rural areas. The grantee in Livingston County responded to its domestic violence concerns with the following program.

Livingston County Planning Department/Delegate agency	Geneseo
Safe Homes/Healthy Families is a Psycho-educational 8 week session to educate parents on the impact of family violence on children [physical, emotional, cognitive]. Grantee/delegate agency is the program creator and implementor, in partnership with LDSS; other agencies make referrals. Program is funded partially by CSBG and DSS; parents participating gained knowledge and skills to deal with issues of violence in the home, and were referred to more parenting program sources. This program will be expanding in 2006. Follow up continues to track referral and use. [Excerpt]	
Parenting Education-impact of family violence	

ACCORD [Allegany] has reported for the last 2 years on its Domestic Violence Services, a multi-disciplinary approach to preventing, identifying, and responding to ...domestic violence. ACCORD and the Allegany County Consortium on Domestic Violence developed a domestic violence response team of law enforcement agencies, victim services, the DA's Office, Departments of Probation and Social Services, and the Rural Justice Institute. The Team ... initially [responds] to DV victims with the advocate and law enforcement personnel making referrals to DV services, local social services district, other local offices ... ACCORD provides direct victim services and facilitates case review and ...functions as the advisory body for the victim response team. CSBG funds ... support the Consortium's Coordinator position and assist with planning, coordinating, and training activities. The Rural Justice Institute contributes \$10,000 to activities ... as well as ... \$5,000 for training costs. Results: 78 domestic violence victims benefitted from a coordinated response. Monthly case review meetings resulted in changes in law enforcement protocols, with participation from over 100 law enforcement-related personnel.

Among other vulnerable populations are those whose lives may have spiraled out of control following alcoholism or substance abuse. Some of these individuals resorted to criminal activities as a result - a life choice that brings with it additional problems. As they try to pick up the pieces, CAAs are often the agencies who extend themselves, and include the men, women, children, and families who arrive at their doorsteps, lost, confused, – determined to change.

Grantees faced these challenges with a variety of programs that reach out to a population whose focus may have been derailed by substance or other abuse. Often they reach out to young people, to catch these abuses early enough in life for intervention to make a difference. In Schoharie County, the Youthful Offender program places youth with court ordered community service hours in a meaningful work experience. Community agencies serve as supervised worksites for youth who must do community service hours. . . SCCAP Food Pantry and Community Services Department, funded by CSBG, are primary worksites for the 12 -14 year olds

In Delaware County, ... the Family Residences program is a foster home for youth with sex offending behaviors. ... Partners include LDSS in 4 adjacent counties, as well as funding from US Department of Justice. Staffed by Delaware Opportunities, it will provide a residence for youth with sexual offending behaviors, and will prevent institutionalizing, allowing the youngsters to return to their families. CSBG funds were used to prepare the successful grant application.

As Sullivan-CACHE reported last year, in its update this year, its independent living program for teens and at-risk youth provides . . . training in life skills and independent living in finance, budgeting, job search, home management, safety, decision making and choice, health and hygiene. Participants. . . are prepared to live independently of families who are at risk or dysfunctional. Institutional placement is avoided and many youngsters in the program remain in school.

Other vulnerable populations include mentally and physically disabled, and frail elderly. Often, family development programs and initiatives are the direct link with persons who do not have any control over the conditions of their lives – as this personal narrative explained:

R has resided in the agency’s supervised transitional living program for mentally ill adults for over 7 years. As a result of persistent mental illness, R was unsuccessful in completing an educational, vocational or day treatment program. In 2001, the agency began providing a job training ... environment for consumers who presented with special needs, such as R, who began participating ... in 2002. Initially, R wanted only isolated activities, such as cleaning when the store was closed, organizing the storage area and electronic data input. As a result of program services, gentle guidance of staff, focusing on his strengths and the ability to progress at a personal pace, R eventually acquired additional skills. Additionally, R volunteered frequently mowing lawns, shoveling and doing yard work for the business. Job training program staff built upon R’s strengths and interest [s], ... encouraged application for a job ... that became available in the local community and assisted in making application. As a result of R’s participation in job training, employment was obtained

Self-sufficiency programs often addressed the inner core of a person, reaching out to help make long-lasting changes in goals, decisions, and life choices. Case histories submitted by grantees reflected the often complicated nature of those journeys.

Self-Sufficiency/Transportation/Access continued

In many areas in New York State, a complete lack of availability of transportation has made some people virtual prisoners in their own homes, unable seek or maintain work, to help themselves or family members. Such isolation can be frightening, or depressing. These are conditions which grantees to small measure, have addressed by developing transportation systems, or advocating for same. Grantees reached out to vulnerable populations by creating access -- connecting people to services. Grantees in 7 counties reported 8 different services to ensure access for those in need. Most of these programs provided assistance in remote, rural areas; others specifically targeted the elderly. At Orleans-Genesee, the 'Door Through Door' Transportation program is run by Community Action Transportation Services [CATS]...buses transported low-income frail elderly ... for medical, nutritional, social, shopping, and work. ...CSBG funds were used to coordinate expansion of service ...to two buses doing point-to-point transportation. As service expanded, demand increased. The average number of rides per month almost doubled from 283 to 458 in July, August and September. While the number of medical trips went up, the most significant increases occurred in the number of rides for nutritional, social or work... seniors were increasingly participating in activities that enriched their lives as a direct result of expansion of a community resource provided by OCAC.

In Oswego County,... Retired Individuals Driving for the Elderly Services [RIDES] ... match[ed] volunteer drivers with Seniors to take them to medical appointments. ...from January to ..September 2005, for 50 seniors, health was maintained as a result of receiving rides through this project. Oswego also participates in a transportation coalition. Transportation programs and advocacy were also noted by Albany, Cayuga-Seneca, Clinton, Wayne, and at the Poosapatuck tribe.

Sometimes, grantees found it easier to bring the services to the people. Five grantees reported expansion, repurposing, or establishment of new community centers. Several were senior centers, others served youth. A number of grantees noted operation of these centers in context of personal narratives. [See Mohawk Valley, pp. 75]

Orleans Community Action Committee [OCAC] Albion

The Main Street Store now provides job training to volunteers in retail sales management, computer and internet access to community members, employment education for the unemployed, tutoring for students and used clothing at bargain prices, as well as a place to socialize with other community members: but it didn't start out that way - it was a problem. As a used clothing store called Yesterday's Treasures, it provided emergency clothing and referrals to other agency programs and other agencies when necessary ... The OCAC board contemplated closing the store, but a significant portion of board members and staff felt strongly that it served the target population in ways that were not duplicated by any other local organization ... We decided to combine program space for 4 existing programs: Yesterday's Treasures, Job Seeking Skills -- a program for the unemployed funded by LDSS, Tech n' Time, a program to give community members access to and education with computers and high-speed internet connections, and Angel Action, a volunteer coordination program. With a vision of combined and enhanced services, some funds were acquired through a member item to refurbish the existing location. The local domestic violence program also agreed to relocate ... to help ease costs. The result is a bustling program space filled with people of all ages from the local community . . . CSBG funds provided an innovative way for community members to better access programs as well as to increase agency visibility. [Excerpted]

Re-focus of Neighborhood/Community Offices

Health **Category 9**

Grantee programs that focused on health issues reflected a wide variety of services, such as: advocacy for statewide health insurance programs for children, and in some cases direct medical services, which included physical as well as mental health.

Community Action for Greene County	Catskill
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CAGC, in contract with NYS DOH, took on the role of lead agency for the Greene County Healthy Women Partnership. This partnership, including numerous laboratories, hospitals, health care and human service providers, extends opportunities for low-income women who are either non-insured or under-insured to receive necessary breast and cervical screenings, as well as some treatment. Case management and follow-up is also provided to the women who access these services. Aside from the medical aspect of the program, the partnership also shares ideas on innovative ways in which to outreach to potential clients, and make accessing these services convenient in a very rural county with limited transportation. Although the program was taken on by CAGC mid-way through the contract year, the Greene County partnership reached 113% of its targeted goal for the year. Partnership meetings are experiencing increased attendance, and awareness of the program has increased. Aside from receiving medical services at partnership provider offices and hospitals, a Mobile Mammogram Van provided by a local Hospital schedules mobile events regularly throughout the community, making vital medical screenings accessible to many who would not otherwise have no such access. CSBG provides funding for administration of this program, as well as for some office and program supplies, and transportation costs.

Comprehensive Health Services for Women
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At Chemung CAA as well as in Onondaga, direct medical intervention was offered. The program in Chemung is a ...Wellness Clinic, to provide free screening and referrals for uninsured and underinsured families and individuals. .. every other Wednesday morning, [it is] open to the public, located at the CAA. Doctors, a hospital, and other local medical associations are partners. The Wellness Clinic provides ... community access ... free of charge. The Clinic served approximately 50 people to date and has given those served the opportunity to bring their family members. In Onondaga, a Mobile Mammogram Clinic operated, and resulted in physical exams or mammogram screening for 200 women, during FFY 05. The relationship with the CAA expanded the horizons for these 200 women, who now had access to other CAA services, including assistance with emergencies, for housing, nutrition, budgeting, and referrals to other entities in the community.

In Monroe County, the CAA focused on young teens as a population needing health education concentrating on on AIDS prevention and related matters. The Action Front Center Adolescent Peer Education Program is a collaborative with a consultant/artist to create a video public service announcement that promotes HIV prevention among teens. NYS DOH as well as the AIDS Institute are partners and funders along with CSBG. Staff provided ... coordination of the participants and consultation on HIV/AIDS education. Program outcomes included: an HIV prevention PSA that targeted 13-15 year olds, and which has ongoing community impact as it is used to increase HIV knowledge of Rochester teens A similar program in health education for teens also operated in Yonkers, in partnership with the YWCA, focusing on wellness and AIDS education. Health fairs were carried out in Cattaraugus and in Ulster.

[See pp. 83 for the Livingston County health partnership, and pp.95 for the Monroe Lead Removal program. A lead removal program was also reported by Mohawk [Oneida County] Valley CAA].

Grantees also focused on assisting people to apply for health insurance, or to ensure that prescriptions could be obtained. At least 3 grantees focused on easing the application process for, and receipt of prescriptions. [See Dutchess, Goal 4, pp. 82]

A grandparent contacted our staff ... to inquire about the risk of a grandchild losing insurance coverage because of an unpaid premium. The grandchild was already enrolled in the statewide health insurance program. Our office contacted an insurance representative who had the child’s health insurance premium waived. Due to family circumstances, the child’s policy was extended, allowing the grandparents time to reapply as the guardians. Paperwork was completed and the health plan was put in place to prevent a lapse in the coverage. The grandparents told us they had developmental concerns for their grandchild. After referral to Head Start and case management services through Family Development, the child is now enrolled in Head Start and the family is making successes in small steps through supportive services.

Activities with health outcomes can also be found in nutrition programs, as well as in self-sufficiency programs, particularly where mental health is concerned. Several grantee personal narratives detailed struggles with alcohol and substance abuse, and disability issues, which were in part addressed by grantee advocacy and programming.

Ms. X is a disabled single parent with limited resources facing utility service termination following unanticipated medical expense, and unable to maintain a prior payment agreement with the utility company. As a result, the company demanded payment in full. To prevent shutoff, Ms. X went to LDSS seeking assistance, but it was denied because she did not have a current lease. LDSS was familiar with CAA and referred Ms. X to us for guidance. During the interview, Ms. X claimed she could not afford to renew her lease because rent would be increased by \$200, and continued to reside in the apartment on a month-to-month basis. We learned that Ms. X suffers from an inoperable brain tumor which prevents her from holding a job. However, based on prior work history, she receives SSD and also occasional child support through the court system. Upon further investigation regarding her medical condition, it was revealed that Ms. X is required to use an oxygen related apparatus which runs on electricity. After the interview we contacted the consumer advocate of the utility company and explained Ms. X’ medical condition and the critical need for electricity. Time was granted by the utility company, allowing Ms. X to have her physician complete a Life Support Apparatus form. . . Her utility company profile now states that she requires use of a medical apparatus. Next, we scheduled an appointment with the Social Security Administration. Ms. X was not aware that her minor children were entitled to benefits under SSD. She was informed by Social Security that her children are indeed entitled to retroactive benefits. With CAA follow up, Ms. X signed her new lease, making her housing affordable. Legal Services was also contacted by CAA to intervene on Ms. X’s behalf for child support ...CAA helped Ms. X with her utilities by placing her into an energy assistance program administered by both the utility company and community based organizations. CAA partnering and outreach efforts with other organizations allowed Ms. X and her children to achieve an improved standard of living. She can now maintain her current utility and phone bills. The time CAA staff spent advocating for this client would not have been possible without CSBG funding. [edited]

Youth **Category 10**

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

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. Although at least 10 grantees noted that they did not operate programs specifically geared toward youth, it is evident that many grantee programs focus directly on youth, in the hope that poverty and its consequences would not be visited upon the next generation. Many programs incorporate youth within the framework of those for whom services are available; other programs are specific to youth. Many are found in the other CSBG service categories. Below are several that stand out among youth programs. Description of some of the youth employment programs can be found on pp. 46-7, and throughout other program categories.

After-school programs operated in several counties. At TCAction in Tompkins County, the after school program is comprehensive, and supported by CSBG. In fact, the program, which provid[es] academic support, enrichment, life skills and prevention education for at-risk middle school-age students (and their families) ... served up to 45 per day from 10/1/04- 6/1/05. Due to a loss of funding in 9/05, it now serves approximately 30 children per day with a large waiting list. FFY 2005 CSBG funds allowed TCAction to keep this program operating with reduced enrollment while CSBG-funded staff vigorously seek grant funds to continue and expand this very popular after school program. The NURTURE program in Erie is ... designed to serve students in grades 4-8 as an academic growth, character development, counseling/advisory support and enrichment initiative. It consists of an after school, computer based math and reading tutorial program as well as enrichment programs ...

Grantees reported keeping a forward-looking view where children and youth were concerned, as they helped prepare these children for adulthood. Some searched beyond the standard youth program venues, helping the young people to look to the wider horizon. The following program from EOP Chemung is one such example.

EOP of Chemung/Schuyler	Elmira
Program Name: Wings of Eagles Program - Flying Start Program	
Description: Flying Start Aviation Program for Youth	
Role of other Programs/Partners: Corning, Incorporated Scientist - Curriculum; Corning Community College Teachers - Curriculum	
Amounts contributed by other Programs/Partners : \$10,000 - Ernie Davis Memorial Fundraising Committee; \$10,000 - curriculum and materials fundraising efforts of the Science & Discovery Center	
CSBG involvement/ role: CSBG funding supports Ernie Davis Community Center programs.	
Impact and Results: 10 youth from the Davis Community Center participated in a 3-week science and math camp. Participants were immersed in aviation-related lessons of citizenship, math, science, technology, nutrition, and communications. The camp included launching rockets and taking actual flights in a Piper Cub. The students built Mars Rover models using Legos and technology for remote control operation. At the end of the 3 weeks, the students graduated and were recognized with certificates of accomplishment. They displayed and demonstrated the Mars Rover during the Wings of Eagles-Airfest 2005 Women in Aviation air show this summer. This experience gave students the opportunity to begin thinking about a career path in science engineering or aviation.	
Aviation-education Program	

Youth continued

However, grantees also focused on youth who were troubled, ill, involved in drug or alcohol abuse, or sought to prevent such outcomes with youth leadership programs [Nassau], and developing service programs, such as in Ulster, through the Kiwanis Club, a worldwide service organization, where business and other local leaders serve as role models.

[See Nassau, Innovation, pp.90; Schoharie Youthful Offender program, pp.69;Self-sufficiency, pp. 67-69]

Similarly, mentoring programs also reach out to certain populations of youth so that they can learn by example. The Dutchess CAA Big Brothers-Sisters program this year also received a US Department of Education grant, to improve and expand the School-Based mentoring program in a number of ways, including hiring an additional staff member to solicit participation and monitor the matches, implementation of more learning based activities [learning games, science kits, books...], and ... summer activities ... science field trips. The summer activities have a significant impact, allowing volunteers and children to maintain contact in a supervised setting until the school year begins and the match-meets resume in the school setting.

The following example from Orleans CAA reaches out to at-risk youth, and offers new responsibilities.

Orleans-Genesee CAA **Albion**

Program Name: Helping Hands Program

Description: At-risk high school age youth volunteers partner with Head Start children

Role of other programs/partners: Albion and Batavia school districts, Iroquois Job Corps provide referrals.

Amounts contributed by other programs/partners: Community Services Learning grant [Albion Central School]: \$7,000; separate Head Start grant: \$50,000.

CSBG involvement/role: CSBG funds are used in part for program coordination and administration.

Impact and Results: The Helping Hands program just got started this past year, with immediate and successful impact. The program mission is to increase self-esteem and literacy skills of both Head Start students and at-risk youth: 17 of the 18 at-risk youth who participated from Batavia Central School District, and all 18 from Albion Central School District stayed with the program for the whole program year. These youth volunteered to partner with one Head Start student each and complete at least one literacy exercise and assist the child with their learning activities. Helping Hands also coordinated 6 field trips in the past year that involved both at-risk youth and the Head Start children. The learning process works both ways: the high school students have gained valuable personal assets such as childhood education experience; the Head Start children and classroom staff benefit from the extra educational tools and literacy help. The impact of this program on 40 personal youth assets has been measured using a self-rating scale. Participants in the Iroquois Job Corps will be participating during this academic year at the Medina Head Start as they work toward a GED.

Youth-to-Youth Mentoring

Summer camp programs aided youth, providing uncommon experiences that helped them see beyond their immediate world, and included such experiences as 4H, and drama camps. Madison CAA, among others, collaborated with private organizations to bring camp experiences to life for many children. Several CAAs reported directing summer camp programs, while others facilitated camp attendance by local children and youth through scholarship and stipend. CAA youth programs also assisted high school graduates in receipt of local scholarships, as well as providing local community education programs in such areas as health and nutrition.

Seniors **Category 11**

Information on Senior programs was specifically requested by NASCSP in this format, 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. More grantees reported programs for seniors than were reported last year. Approximately 10 grantees noted that they did not provide services specifically designed for seniors; rather senior customers were incorporated into all agency programs. The majority of programs could be categorized in either transportation, or were programs designed to preserve independent living.

[See pp. 70, Self-sufficiency/transportation, for additional information in that category.]

Below are a few examples of excellent programming specifically for seniors, as well as a few personal narratives which illustrate positive outcomes cultivated and brought to fruition by CSBG grantees.

Mohawk Valley CAA	Rome/Utica
Program Name: East Side Senior Center [ESSC]	
Description: Management of daily activities and special events for seniors at ESSC, Utica	
Role of other programs/partners: City of Utica provides the facility; United Way provides support for programs, Prestige prepares congregate meals and delivered meals; Compassion Coalition provides food for a food pantry; Foster Grandparent Program provides partial staffing and services.	
Amounts contributed by other programs/partners: City of Utica: \$25,000; United Way: \$10,000; Prestige: \$2,100; Foster Grandparent Program: \$750.	
CSBG involvement/role: CSBG dollars provide partial staffing.	
Impact and Results: MVCAA, in coordination with several partners, is responsible for operation and provision of new and continued services at the East Side Senior Center (ESSC). ESSC was on the verge of bankruptcy and closure. United Cerebral Palsy took over fiscal management of the facility for one year, re-establishing organizational stability; however, UCP did not want to continue managing the Center and was withdrawing from its responsibilities. MVCAA was selected to take over daily management of the facility and to implement new programming at the site. MVCAA staff moved to the facility; funding of part of the staff is provided with CSBG. A contract was made to continue serving congregate meals at the Center and to continue to use the kitchen facility for home delivered meals. FGP is now housed at the Center. MVCAA completed a full year of fiscal solvency for the Center, provided stability in the current programming and membership benefits [newsletter, extra activities, trips, etc.] and provided new programming efforts. Numerous community groups used the facility itself for trainings, meetings, etc. greatly increasing the number of visitors to the Center. CSBG provided funding to produce a television spot that aired frequently on local cable stations increasing the Center's exposure in the community. ESSC is once again an active part of the community.	
Development & operation of a senior center	

As with transportation, locating and operating this community center increased access for seniors, enhancing an entire community. Senior centers were reported by several other grantees as well. These sites were also noted as VITA tax program centers, a program also cited as being senior-focused.

The beauty of the following program is that both the ‘grandparents’ and the children they volunteer with benefit from the interaction.

Westchester Community Opportunity **White Plains**

Program Name: Foster Grandparent Program

Description: Foster Grandparent Program participants give their experience and their talent to improve the lives of children through tutoring and mentoring.

Role of other programs/partners: Corporation for National Community Service; NYS OFA

Amounts contributed by other programs/partners: CSBG - \$92,538; Corporation for National and Community Service - \$1,061,773; NYSOFA - \$42,036

CSBG involvement/role: CSBG funds the Foster Grandparents program with \$92,538

Impact and Results: Senior Citizens are placed in Day Care, Head Start Centers, Elementary, Junior and Senior High Schools, treatment centers for the mentally and physically handicapped, prisons, Family Courts, etc. The seniors mentor and tutor children, and receive a stipend to defray the cost of volunteering; the children benefit from the mentoring and tutoring.

Foster Grandparents Program

[CEO Rensselaer also reported operation of FGP.]

Many seniors need to continue to feel connected to their communities, especially after retirement, or following serious illness, when isolation could have an insidious negative impact on their lives. The following personal narratives describe positive outcomes of programs furnished by CSBG grantees.

The Friendship Program ... pairs senior volunteers with lonely or home bound seniors.... The volunteers, or “Friends” call on the seniors either by phone or in person at least once a week. A woman called to request that her mother be paired with a Friend. In the past year, Mom had lost her husband, her sister, and her son, and was rapidly losing her eyesight to macular degeneration. Her daughter said Mom was giving up. We quickly paired Mom with a Friend, and the two hit it off immediately. The Friend started visiting weekly, then twice weekly, and then almost daily. Mom and Friend discovered they enjoyed the same activities, music, movies, and food. Mom, who was on the verge of giving up and might have had to move in with her daughter, was now happy and enjoying life again. Mom is still living independently in her own apartment – Mom and her Friend are busy eating in restaurants, playing bingo, and shopping together.

Five years ago, B, 90, became involved at the agency senior community meal site. Her husband was recently deceased; she was lonely and depressed, had minimal community supports, was isolated and could benefit from interaction with other seniors at the site. Over 5 years, B developed friendships and support from other seniors at the meal site. This past summer, her health deteriorated; she could no longer make it to the meal site. Instead of placement into a long-term care facility, B became involved in the agency home-delivered meals program, which has allowed her to continue to live independently and maintain self-sufficiency and nutritional health. She hopes to be soon be well enough to return to the senior meal site and her friends. In the meantime, she has the support of home delivered meals, the volunteers who deliver them, and a network of friends who provide support to allow her to maintain her independence.

Grantee Accomplishments and Innovations

Section C of the APR requested narrative information specifying grantee accomplishments and innovations. These narratives enhance the data, permitting grantees to describe local operation and activities in more detail, as well as to illustrate connections between goals and community impact. Housing is a major focus of outcomes in both Goals 2 and 3. About 75% of grantees which reported in this category reported Goal 2 accomplishments.

The following examples are those which most effectively illustrate the goal and associated outcome measures.

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	Salamanca
<p>By the middle of 2003, it became clear that casino gambling would be approved, and in May, 2004, the Seneca-Allegany Casino opened its doors in the City of Salamanca. CCA was very concerned about the impact of the casino on low-income people, and particularly on its effects on low-income housing. CCA, working with DOS as well as agencies in the community, researched such impacts in other communities that faced similar circumstances. Almost immediately after a casino opened, housing prices began to skyrocket; CCA found that many low-income people were being displaced and becoming homeless. Landlords whose units were safe and attractive, and who once accepted public assistance shelter allowance, or who were willing to accept HUD Section 8 subsidies, suddenly realized that they could charge higher market rates to newly arrived casino employees and managers, and simply failed to renew lease agreements with low-income tenants. In order to stabilize rents and ensure that affordable housing would continue to be available to low-income residents of the City [Salamanca], CCA entered into a partnership with Salamanca IDA, which administers the City of Salamanca HUD Section 8 Program. CCA submitted a HOME grant proposal to NYS DHCR, and funds were awarded for the area's first Rental Rehabilitation Program. This new program encourages landlords to participate in the HUD Section 8 program and to rent to eligible households in the City of Salamanca for a minimum of 5 years. In order to participate, landlords must contribute 25% of the costs associated with rehabilitation, and maintain stabilized rents, but in return, they receive grant funds through CCA to bring their otherwise dilapidated units up to Housing Quality Standards. CCA has ensured that at least 12 units of housing in the City of Salamanca will become safe and remain affordable for low-income families, even as the housing market continues to spiral upward. CSBG funds were used in the research of the housing displacement problems, the research into the effects of Casinos on small communities, the partnership development with the HUD Section 8 administrator, and the preparation of the grant application for HOME Rental Rehabilitation funds.</p>	

Rental Rehabilitation

Mohawk Valley CAA	Rome
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The Village of Boonville asked MVCAA for assistance in revitalizing its downtown. Boonville is a rural community hard-hit by the recent loss of the area’s largest employer. Relatively isolated, it is located in the Adirondacks: the closest city, Rome, is about 18 miles away. Public transportation is non-existent and a large senior population lives in the community. The economy is based on farming and tourism. MVCAA provided a housing Rehabilitation Specialist to assist with the 6-block main street area. The undertaking addressed commercial and mixed use buildings. Services provided by MVCAA included: assessments of buildings and development of scopes of work incorporating codes and NYS Historic Preservation Office [SHPO] requirements. MVCAA targeted facades, capitalizing on buildings assets and preserving as much as possible of the original building’s fabric. Because of MVCAA assistance, the architectural history of Village of Boonville is preserved while necessary revitalization takes place, keeping it compatible with the surrounding area and attractive to residents and tourists.

Downtown Revitalization

Schenectady Community Action Program [SCAP]	Schenectady
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Increasing affordable housing opportunities and, once low-income individuals/families have located housing, assisting them to retain that housing has long been a challenge for SCAP and its community partners. For persons with disabilities, in particular mental health, alcoholism and/or substance abuse and HIV/AIDS patients, the challenge is even greater. In response to the needs of this targeted community, SCAP, in partnership with the local municipal housing authority and area clinical service providers is administering a Section 8 Shelter Plus Care Program. SCAP is the lead agency administering this initiative. CSBG continues to be used to plan and facilitate monthly meetings for 10 community agencies to monitor program operations and review applications. These 10 organizations make up the Shelter Plus Care [SPC] Community Advisory Committee. Additionally, CSBG funds are used to process approved applications and provide non-clinical crisis intervention and case management services. For the size of the program -- 31 Section 8 vouchers – might appear to be modest, but the community impact has been substantial. Human service clinicians, working with homeless populations, now have additional housing options to offer. SPC has also benefitted the participants: 8 individuals/households graduated from their therapy/clinical plan and were transitioned into traditional Section 8 housing, thus freeing up 8 additional slots for new applicants. Many of the SPC participants engaged in services with SCAP. Housing Services staff assists participants to be good tenants and they work cooperatively with participating landlords to help prevent such problems as evictions.

Shelter Plus Care

Rural Opportunities [ROI] Rochester - Statewide

ROI partnered with a local community through its Village Board and Local Development Corporation to offer ongoing technical support, grant writing, and assistance with development and implementation of a comprehensive Economic Development Plan. This small community is located outside of a populated census tract and experienced loss of industry and retail, but has seen an increase in new housing development. The paradox of new housing set against an antiquated and underused commercial area led the leaders of this community to approach ROI's Economic Development Division to assist with redeveloping their core business area and the local economy in general. Thus far ROI assisted with obtaining a mortgage to allow the LDC to purchase and renovate an existing retail building downtown. This effort will retain a long-time business in town that was being forced to close because it could not afford to purchase the facility it was renting. ROI also assisted the LDC in recruiting a large credit union to the building, making the project more cost effective and bringing a much-needed service to the community. The credit union will offer full banking services including a drive-through ATM. This project will retain 12 jobs and create 7 new jobs in the community, as well as increase the tax base through an increase in the property assessment and income taxes. CSBG funds partially support staff salaries and related expenses for ROI's Economic Development Division.

Comprehensive Economic Development

Ulster Community Action Committee Kingston

Chambers Court Project is a pioneering senior citizen housing community, and the first affordable senior housing to be built in the town of Ulster in nearly 30 years. The innovative 72-unit complex is specifically designed for seniors to 'age in place', fostering self sufficiency while maintaining a safety net for the frail elderly. It consists of 9 cottage style, one-story buildings to enable senior citizens to remain in their homes as they progress through the aging cycle. Each unit is either fully handicapped accessible or can be quickly adapted to serve the physical needs of residents, an innovative feature not usually found in affordable senior housing. All bedrooms and bathrooms contain a state of the art, 24/7 emergency call system, with a diversity of 'senior friendly' amenities including bathroom grab bars, flat- nap carpeting to accommodate wheelchairs/walkers, easy to use windows, outlets and appliances. This development is one of the few affordable housing complexes in NYS to feature 2-bedroom units to accommodate caregivers, family members and/or medical equipment, and was built with an innovative modular construction technique that cut construction time and costs while boosting energy efficiency. Chambers Court was fully occupied by February 2005, less than two months after completion, filling an urgent need for housing in Ulster County. [Excerpted/Edited]

New Housing - Seniors

Wyoming CAA	Perry
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Wyoming CAA is the housing authority for its rural county of 40,000. WCCA housing programs include Section 8 Rental Assistance, permanent homeless housing shelters and low-income public housing opportunities. Several years of providing these essential housing services demonstrated that there was a distinct lack of safe, decent affordable housing for large families: 3 or 4 bedroom rental units. These are either unavailable, or, as whole houses, unaffordable. WCCA obtained funding through various sources to build 24 units of affordable housing; 18 units have 3 bedrooms; 6 have 4 bedrooms. These are new construction duplexes built on a newly-created street in a residential area. It took less than 60 days to fill the units with income qualified families. The overall design of the site and the dwellings generates a sense of privacy and future homeownership for the tenants. An entire new neighborhood exists where there was none before. Residents include 84 children who have a section of lawn that is their own. Families have their own driveway and are responsible for snow removal and lawn mowing. Each home has its own mailbox. Once WCCA meets contract requirements at the end of a 15 year period, residents will have the option of purchasing their homes. CSBG funds enabled WCCA staff to have office space, and communication equipment on-site during the 2-year development process. Creation of these affordable housing units required working with the governmental officials in the targeted community to obtain local approvals, and with potential investors to gain dollars necessary for such a large undertaking. A small investment by CSBG leveraged \$4.2 million in affordable housing investments, with \$2.9 million through private investors. The balance of the dollars came from other governmental programs.

Housing for Larger Families

GOAL 3

Opportunities for Chenango [OFC]	Norwich
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Working with Catholic Charities, Cornell Cooperative Extension, local producers, crafters, artisans, retailers, Chamber of Commerce and others, OFC organized a cooperative of textile and fiber producers and artisans, accrued funding for a micro-enterprise revolving loan fund, and established business development/business plan producing classes for low-income citizens. Participation in community events introduced the program and interest sparked. In January, 2005, the first workshop on business development drew 16 participants: 8 signed-up for the series of 16 Business Development classes. We worked with Cornell Cooperative Extension to provide business and computer training for farm women. Through Catholic Charities, OFC received a grant from the Campaign for Human Development that enabled us to establish a Textile Incubator in a building owned by Catholic Charities. One of the 8 graduates of the Business Development class, a local, low-income OFC customer, moved into the incubator to make her textile product, and is currently working with a firm that markets on the Internet to sell her product worldwide. Through NeighborWorks America, OFC received \$50,000 to set-up a micro-enterprise revolving loan fund. We established a loan committee that includes other local agencies and banks and just approved our first loan for \$5,000. The business will be up and running in a month. Our second loan is pending Our County has never before had a cooperative of small producers working together to be successful. We applied for an ARC grant and hope to add small farmers and their produce to our list of participants, and are working with another CAA to establish a regional trade cooperative and E-commerce program.

Textile Cooperative-Small Business Development

CAO Erie	Buffalo
<p>Through an initiative with Buffalo Housing Court called <u>Receivership</u>, CAO works with homeowners who must appear in Housing Court as a result of code violations, and whose status of ownership has come into question. Many of these homeowners find themselves unable to afford the work necessary to bring their property up to code. Through this initiative, CAO takes possession [Receivership] of the substandard housing, collects rents, and uses rents to pay for the necessary repairs. CAO further works with home owners to help them achieve enough self-sufficiency to properly maintain the home, or to effect property sale. CAO maintains a property management system, including monthly inspections, rent collection, repair prioritization, and tenant management until all code violations have been completed, allowing Housing Court to return the property to the homeowner.</p>	
Property-Home Management	

Department of Youth & Community Development	New York City
<p>DYCD, as the CAA for NYC, funds a local housing agency whose mission is to create greater neighborhood stability. This agency is located in a community with high rates of substandard housing and a persistent problem with homelessness. . . The impact of substandard [or no housing] resulted in high asthma rates among children and parents missing work to care for their sick children, lack of heat and hot water, non-functioning elevators trapping seniors in their homes, and broken intercom systems leading to higher crime rates. . . CSBG monies pay for a housing organizer and legal services. It provides technical assistance and legal support to tenants to help them with their housing problems. In FFY 05 almost 400 tenants sought help with issues related to housing repairs, substandard conditions and/or rent issues. Tenants used the tools provided by this program to navigate the housing court system, and resolved 61% of their issues. Resolution meant success in getting apartment and building repairs, rectifying serious building violations and preventing tenant eviction. The overall impact on the community was improved quality of life, lower asthma rates, and fewer families becoming homeless due to rent arrears. Over 200 families have benefitted, leading to greater neighborhood stability. [excerpt]</p>	
Support to Tenants	

Schoharie Community Action Program	Cobleskill
<p>For the second summer, SCCAP planted and harvested a Community Garden. This year, in addition to using community volunteers, we recruited inmates from the County Jail to plant and weed in the garden. The inmates were supervised by a Deputy sheriff, with only low-risk prisoners allowed to participate. Vegetables from our garden were distributed throughout county Food Pantries and given to our walk-in customers on a daily basis. SCCAP staff collaborated with Cooperative Extension to present live demonstrations using fresh vegetables, and taste testing, in our agency lobby, during WIC clinics. Recipes were made available. Over 1500 pounds of food was harvested and distributed again this year. Without CSBG dollars, SCCAP could not have a Community Garden.</p>	
Community Gardens	

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 partners ranged from local DSS, DOL, and DOH branches, other local service providers, churches, local charitable foundations, banks, supermarket chains, and colleges. Many partnerships resulted in improved housing for customers.

Goal 5 accomplishments focused on grantee internal, managerial, and systemic achievements, centered on agency organization and structure; fiscal systems; communications including computerization, internet, telephones; staffing, including personnel policies, orientation, succession; and governance, including board development, guidance and policies. These achievements often have less to do with customers than they do with the actual agencies themselves, and how they are structured and function. These accomplishments describe systems designed to ultimately deliver services and respond to local communities. Increased agency capacity, as indicated in most of the Goal 5 accomplishments, resulted in better and more effective services to the low-income community. Information technology and computer understanding, usage, database development comprised a large part of Goal 5 accomplishments. Of the 56 possible responses to Goals 4/5, nearly 40 grantees reported an accomplishment in Goal 5.

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 [OFC]	Norwich
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In late Spring, 2005, OFC Executive Director and the CEO of Quaranta Home Ownership and Housing Services Center began working with 3 CAAs in surrounding counties to increase availability of home ownership opportunities for low-income families throughout our region. With resources and training provided by NeighborWorks America, OFC is a HUD Certified Housing Counseling Agency, provides both pre-and post purchase Home Buyer Education, credit repair and Financial Literacy Training to low-income families to assist in qualifying for home ownership. In addition, the agency partners with Chenango County in a Home Ownership grant, and has a revolving loan fund capitalized at over \$200,000 to assist families with down payment and closing costs. We were contacted by all 3 of the counties... One county had a list of over 100 people waiting for Home Buyer Education classes. A partnership was created with that county, announced in the media, and the first Home Buyer education class on site in that county will begin early in FFY 06. In another county, we are currently providing Home Buyer Education classes at our site in Chenango County. In addition, we are looking for other ways to collaborate on housing rehabilitation, housing creation, multi-family housing, with all 3 counties. Regional partnerships are the wave of the future and will help the sustainability of CAAs in the long haul. [excerpt]

Regional Housing Partnerships

[Note: Opportunities for Broome, one of the other agencies in this partnership, also reported the availability of these homebuyer classes; see pp. 53.]

Dutchess CAA **Poughkeepsie**

DCCAA has pursued developing a relationship between several county supporters and providers of services to develop a more cohesive relationship and access to prescriptions as well as medical treatment. The DCCAA Eastern Community & Family Development Center received and administers a grant from the Foundation for Community Health [FCH] to assist families in purchasing prescriptions. St. Francis Hospital also has an interest in providing adequate medical assistance to residents in the county Eastern corridor through a rural health grant. DCCAA is implementing the Family Development casework connecting the two. Many pharmaceutical companies have prescription assistance programs administered by application. Through Family Development, the DCCAA caseworker researches the internet to identify any pharmaceutical companies which may provide the prescriptions filled by FDH assistance. Applications are downloaded and families are assisted in applying. DCCAA also contracted with the Community Foundation of Dutchess County to implement 3 financial assistance funds. The Mastroianni Fund will pay for prescriptions for low-income individuals who are uninsured or whose insurance will not cover the prescribed medication. The Miles of Hope Breast Cancer Foundation will provide financial assistance for individuals currently undergoing treatment for breast cancer [medical, or other, such as heating fuel], and the Campbell & Campbell fund will assist dialysis patients. Without CSBG, DCCAA could not have entered into this agreement, as the funds are for goods only and not staffing. CSBG allows DCCAA to administer as well as actively solicit funds through foundations for health needs of our families.

Partnerships for prescription drugs

ComLinks - Franklin County **Malone**

ComLinks developed numerous partnerships over the years, reaching 150 at present. In 2004-5 our Housing Development Department established a partnership with an area county to begin 20 units of affordable housing for working families; we were asked to explore options for the same purpose in another location in our service area. Our Neighborhood Revitalization Department completed extensive operations throughout a 7-county area in weatherization, emergency home repairs, energy-consumption reductions, and other services. It is now submitting housing rehabilitation applications on behalf of 4 towns in the county, partnering with the Red Cross, OFA, DSS, Habitat for Humanity, and Salvation Army. Our Cooperative Gleaning Department partners with over 80 food pantries and soup kitchens in 8 counties, delivering supplemental food and providing nutrition education. ComLinks Domestic Violence Intervention, Microenterprise, the Women’s Entrepreneurial Business Center, and Housing Supportive Services each has its own network of partnerships. To manage its programs more effectively for the benefit of the community, ComLinks significantly advanced its technological capacity in 2004-05. In late 2004, the agency moved forward with a redesign of its entire communications system, ...and new software to enhance staff ability to report outcomes. The new technology enhanced our ability to apply for and receive a HUD sponsored Continuum of Care grant. ... [excerpt]

Wide-ranging partnerships

Livingston County Planning Department **Geneseo**

Delegate Agency: EARS Lifeline Program

As a member of the area Genesee Valley Health Partnership, the EARS Lifeline Director serves on the Coordinated Access and Information Referral Services [CAIRS] committee, a diverse group of organizations and agencies that meets to address the long term care needs of the elderly and disabled population. Members represent the local hospital, OFA, physician offices, skilled nursing facilities, home care agencies, LDSS, and county mental health services. This group accomplished 2 significant achievements this past year: the first was development and launch of an online resource for finding health and human services for Livingston County Aging and disabled residents ... Drawing on the 24/7 accessibility of the internet, this tool is a hassle-free, one-stop resource where consumers can easily access a wide selection of community-based, in-home and institutional services, ranging from: meals, transportation, support groups, in-home health care, nursing homes, and other support services. Participation and contribution to the development of this website benefits all. The second achievement was committee oversight role of the new Health Resource Service Administration-Rural Health Outreach grant which will be used to develop an EMS-based program for preventing illness and injury among older adults. This program is designed to train EMS personnel to screen, identify, educate, and refer rural dwelling individuals at risk for preventable conditions . . . Once identified, at-risk seniors will be referred to a case management program to assist with interventions in alleviating these conditions.

[excerpt]

Rural Health Partnerships

Schenectady Community Action **Schenectady**

SCAP was an alternative HEAP outreach site for the past 3 years. This past year, SCAP doubled the number of staff who participated in NYS HEAP Certification Training, and for the first time, began to interview and process applications for participants with utility emergencies, increasing assistance to customers by more than 100 % with the number of HEAP applications. The success of this initiative and SCAP's partnership with LDSS resulted in improved communication, cooperation and collaboration between the two organizations. SCAP demonstrated its ability to manage successful program efforts for LDSS. This has had a direct impact on 2 new partnerships between SCAP and LDSS. This past October, SCAP, as the lead agency with 2 community partners, began operation of an Emergency Shelter Grant Program [ESGP] . Homeless Families placed in temporary shelter by LDSS are immediately referred to SCAP. A Homeless Housing Case Manager works with the family to locate affordable housing in a timely and efficient manner. Area landlords are much more willing to rent to ESGP participants with the knowledge that SCAP will be helping to empower their customers to be better tenants. This coming HEAP season, for the first time, SCAP will be registered in the NYS HEAP network. SCAP's ability to process additional applications will create fewer cases for LDSS, and will expedite the time that it takes to complete applications. CSBG is used to provide crisis intervention and case management services to both ESGP and HEAP participants as well as to improve existing partnership and foster new relationships with private and public organizations.

HEAP Application Processing Partnership

Goal 5

Cattaraugus Community Action [CCA] Salamanca

CCA recognizes that ongoing customer feedback is a valuable tool in assessing service quality. CCA developed a series of customer satisfaction surveys, specific to our home visiting, weatherization, and domestic violence services, as well as a survey for walk-in customers. Each tool contains a general section on customer experiences with staff, as well as program-specific questions centered on the key goals/components of each program. These tools have increased our capacity to achieve results on several levels. First: administration assesses the level of staff professionalism and effectiveness. Second: customer feedback allows administration to determine if key program objectives are being met, such as: assessment of customer need and participation in goal plan development. Third: staff receives feedback via survey results; positive behavior is reinforced and staff is empowered to make positive changes if necessary. And fourth: in individual cases, feedback has alerted staff to the need for additional services for a customer. For example, CCA's increased sensitivity to Spanish-speaking customers is one result of customer feedback obtained via these tools. CSBG funds have supported this project on two levels - the Customer Services Department, funded by CSBG, distributes and collects surveys; and associated copy and postage costs are also met by use of CSBG funds.

Customer Feedback

JCEO of Clinton/Plattsburgh Plattsburgh

JCEO identified a need to provide orientation to all new staff. Many JCEO employees work off-site and did not have an opportunity to meet other program staff or become familiar with the main office. As part of the orientation, our Executive Director explains the history of Community Action and illustrates several examples of CAA outcomes. Each Program Director gives an overview of programs available at JCEO. The Human Resource Director shares important employee policy and benefit information. New employees receive a tour of the main JCEO offices. JCEO implemented staff identification badges, and visitor sign in passes at our main office ... and a 'code name' system designed to provide support. New Staff Orientation has proven beneficial to staff and agency overall, providing resource and program information necessary for referrals and service delivery. It is helpful for new staff to identify with staff at the main office, and it encourages collaboration. [excerpted]

New Staff Orientation

[Similar information reported by Steuben-Yates]

Columbia Opportunities [COI] Hudson

COI offers a wide range of benefits to employees. Each year we organize 'Employee Benefit Day' to provide updated information and immediate access to providers of these benefits. Representatives attend from our health and dental plans, worker's compensation, employee assistance program, retirement and financial planning services. In addition, we invite community agencies that provide additional services that are of interest to our employees. These agencies provide information on child care services and subsidies, Child Health Plus, first time home buyer programs, caregiver supports, and domestic violence prevention and interventions. Health screenings are also offered.

Employee Benefit Day

Delaware Opportunities	Hamden
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During the past year, Delaware Opportunities achieved a major organizational goal: completion and occupation of a new administrative office building, for the first time bringing together all agency administrative functions. Staff moved into the new building, located in the central part of the county, in the last part of July. Now, all program staff are situated in one location, with exception of Head Start Centers and Senior Dining Centers which are geographically dispersed. Services are available to clients without the need to travel miles between staff offices. The new building provides a comfortable waiting area with a children’s corner. Interview rooms insure privacy for client/staff interactions. A large conference room offers space for staff training and agency-sponsored conferences and workshops, and 2 other conference rooms are available for smaller meetings. Opportunities for collaboration between programs have expanded as staff work side by side. All staff now have access to the internet, and a website is planned. CSBG funds were used to plan for the building project.

Agency Relocation-Increased Access

[Similar activity reported by Greene CAA.]

CAPC of Jefferson	Watertown
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During FY 05, CAPC implemented a Safety Training Program. Prior to this year, any safety training was limited to the Energy and Housing Department. The recently- formed Safety Committee recommended the training after reviewing accident reports for several months and noticing that not all of the injuries were related to the ‘high risk’ positions within the agency. We determined that most of these accidents probably could have been avoided with some education about prevention. In addition, it was recommended that procedures be developed to guide staff after an accident: to receive the proper medical care; whether to make an appointment with their regular provider, go to an Urgent Care Facility, or the Emergency Room. This helped control costs and keeps our Worker’s Compensation Insurance rates down. To date, we have had one training specifically for our Senior Management Staff, and 5 trainings for our entire staff at our “Total Staff Days” in October, December, January, March, and June. The trainings were carried out by representatives from the NYS Insurance Fund, our Worker’s Comp carrier. They are free, and are very informative. Staff has been receptive and are now cognizant of the cost of premiums, how they can help the agency save time and money, by being careful and safe at work.

Safety Training for Staff

Warren-Hamilton CAA	Glens Falls
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During FFY 05, the Warren-Hamilton CAA Board of Directors spent a great deal of time reviewing and revising Board documents and procedures. A newly created Executive Director evaluation tool was used in addition to revising the agency by-laws. With assistance and encouragement from DOS, a Board evaluation tool was purchased and reviewed. It is planned that the Board will start an evaluation process early in 2006. The Board training DVD distributed by DOS was also reviewed by the Board Executive Committee, and will be used as a full Board training instrumentthe Board believes that steps taken during 2005 will better prepare the agency and the Board for the future.[excerpted]

Board assessments/evaluation

Information Technology and Increased Grantee Capacity

Availability of, and access to personal computers, and the myriad other devices designed to connect people with information, proliferated in the last decade. Computer technology, servers, cell phones, database management, digi-cams, internet connections, websites, centralized intake systems, are part of the dizzying elements of the information management revolution. At its debut, such technology was initially an expensive undertaking for many CAAs. Over the course of the last decade, CAAs have become part of this information revolution: over 40 CSBG grantees now have websites, all have access to, and use e-mail, and much reporting and tracking is accomplished through databases. DOS-DCS offered minigrant funding for technology and technology related needs; 75 minigrants were awarded for those purposes, including upgrading of equipment, and purchase of laptop computers to make the work of frontline staff more efficient.

[see pp.16]

During FFY 05, 18 CSBG grantees reported accomplishments or innovations related to technological advancements; several grantees reported technological activities in several categories.

One major and most important result in using computer technology has been to increase grantee efficiency and effectiveness. One of the most important developments was reported by ACCORD- Allegany, which noted that ... It purchased a new server, allowing the 125+ staff to create a web-based system that ensured each user access to their own email account, and electronic documents – time sheets, travel forms, financial reports – could be filed irrespective of the location of that staff person. Frontline staff in their main office as well as in remote locations has better access to supervisors and managers. Critical information can be entered into its data collection and software system. ACCORD used CSBG funds to purchase equipment as well as consultant services, and Microsoft software valued at nearly \$70,000 was installed to upgrade the server and other agency systems. ACCORD combined CSBG funds with Microsoft software, increasing agency capacity to serve its community.

EOC Nassau also used CSBG funds to upgrade its computer systems, resulting in installation of such sophisticated software as a firewall to prevent hackers from accessing the system.....and ...160 desktops were configured with anti-spyware and other Windows software...their 13 satellite offices are being added to their wide-area network that will maintain a centralized database ... In each of these cases, computer security and privacy were assured, and sensitive data protected. In Otsego CAA, ...the rural nature of this county presents communication challenges among our satellite offices which are spread over 50 miles of backroads. ... this year we installed a terminal Computer Server which enables staff to log on ... from any location. Access to budget reports, human resource software, and other program databases is now available at all OFO locations, resulting in better and faster service to the people we serve. This technology could not have been purchased without support of CSBG funding.

Centralization of records and files, as well as efficient service delivery were also significant accomplishments during FFY 05. As CAP for Madison County clearly reported: Through CSBG funding and a private foundation grant, CAP for Madison County implemented a comprehensive screening and assessment system for all consumers that will look holistically at household strengths and needs. This approach affords our agency the opportunity to provide a comprehensive- integrated response. This new central intake and assessment computer system is designed to improve service delivery and outcomes for clients, allowing the agency to make instant pre-eligibility determinations that direct clients to appropriate service programs and improve tracking of services received. This helps to ensure that client needs are met, with CAP staff serving as navigators who steer individuals and families to a full range of assistance. ... CAP now offers a single point of entry, a holistic assessment and screening of clients, and a bundling of services [for eligibility determination] Service delivery and follow-up services are streamlined and clients are directed to the ‘right door’ when applying for assistance. Effectiveness is important, and CSBG funding is integral. A very similar activity was reported by Chautauqua Opportunities, which noted that ... Included in this process is a risk assessment that parallels ROMA and measures a family’s risk ... giving the organization and the customer the ability to track progress toward self-sufficiency ... centralized case management ...offers the customer a life plan for self-navigation or for those high risk households ... This adds to the empowerment provided by family development strategies, and goal-development. These types of systems allow agency and customer to decide together the best ways to move forward.

In New York City, DYCD administers CSBG through a network of community-based organizations throughout the 5 boroughs. One of these CBOs ... employs a Performance-based Management System using a [n]... On-line Data Manager [ODM] for client tracking and case management. Staff participated in a pilot phase, and in workshops to identify the client driven milestones, performance targets and outcomes that would demonstrate specific program success. ...Thus far, approximately 1000 youth participant records were created in ODM. Each unduplicated participant records contain basic demographic and/or specific program relevant data. Currently, the ODM system serves a centralized repository of client central intake data that is accessible by program staff based upon ... security level passwords. This type of system tracks customers, prevents duplication of effort, and ensures confidentiality for customers. As with other centralized customer intake, the result is more efficient connections with customers, as well as better prepared staff.

At Mohawk Valley CAA in Rome, similar steps were taken. In this case, the grantee adapted already existing software, and modified it for use by all four of its divisions, resulting in great improvement in ease of delivery of services. Families may be assessed for needs by all 4 divisions, and tracked to fill any subsequent needs. Vital information that gives the complete picture of each family is also obtained and stored for future assessments.

Orleans CAA, which also used CSBG funds to design and purchase CSBG software noted: As ...implemented, it is clear that agency capacity to accurately gather, report and manage client data has increased significantly. Not only will it help with agency reports and program evaluations, but also, it will aid in outreach to clients, deducing local regional trends, and will serve as a way to view a snapshot of the client base at any given point in time. Basically, undertaking this process fundamentally altered the management of client data for the better, and can only continue to increase the capacity...

Last year CEO Rensselaer reported on its centralized intake system. This year, the grantee improved on this system by adding to the duties of its coordinator who evaluates the centralized Intake software ... and added a Quality Assurance component . . . The Centralized Intake Coordinator, . . . created a program audit/monitoring system to ensure agency programs achieved milestones and goals required by funding sources. Several other grantees reported testing new systems; but the common denominator in each of these was the centralization of data, leading to more effective and comprehensive services for customers.

As a sidebar to these technological advancements, many staff at CAAs have found themselves to also be beneficiaries: much staff training was developed and implemented which increased learning and competency. For example, at Rural Opportunities, staff can access training from any computer in the agency, which also created an electronic library that houses virtually any agency document. Training in these functions was also provided in several agencies, resulting in staff whose effectiveness is increased by use of technology that ultimately enhances and improves customer outcome.

Improvement to Fiscal Systems

Grantees also used CSBG as well as other funding to ensure reliability and effectiveness of fiscal systems. At Fulmont, CSBG funds were used to upgrade ... current GMS accounting system ... to Windows, since DOS was being discontinued and would become obsolete. The new system would allow greater flexibility in generating fiscal reports, and accurately tracking program revenue and expenditures. ... In Essex, fiscal systems were also updated and streamlined, with technology incorporated, reducing duplication in systems.

At ABC Monroe, the agency joined a coalition of local organizations . . . [which] . . . requires in-depth statistical metrics to analyze quality at all levels of the supply chain, eliminating defects ... allows for easier identification and quicker resolution of quality issues or problems. Sponsored by the local United Way, the University of Rochester Medical Center, Eastman Kodak and Xerox, the purpose of the coalition was to identify, plan and implement a quality enhancement project for ABC. An expert on loan from Xerox helped the agency to determine that our project would deal with improving ABC's budget forecasting, monitoring and control as a means to increase the fiscal stability of our agency. The ... initiative ... helped ...to make strides to ensure that both public and private monies are used as effectively and efficiently as possible.

Strategic Planning

Strategic planning activities were reported by 5 grantees, and in some cases it was the strategic plan which was the incentive to increase agency forays into the world of technological advancement. In other cases, the strategic planning process helped the agency to focus on its personnel practices, to update Board bylaws, or to revamp program guidelines based on needs assessments. However, as the following, from Lewis CAA attests, Perhaps the most significant accomplishment of this planning process was not even the plan itself. It was the all inclusive nature of the planning process which involved Board members (including low-income representation) and employees, who worked together to research, discuss, and consensus-build. Grantees used CSBG funds for consultants to help drive the process. Ultimately, customers benefitted when grantees function at an optimum level.

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, or could be replicated elsewhere. Innovations are designed to make maximum use of community resources, encourage creativity and collaboration, resulting in wider community benefit. In addition to developing new forms of community support and services, such innovations have also led to increasing revenue to the community, increased grantee capacity, and amplifying community participation. As the following illustrate, their comprehensive approach meets multiple need and provides a wide range of services focused on those needs, for families as well as communities. For reporting purposes, these innovations are organized around the CSBG Service Categories, which are based on the CSBG program assurances as noted in §676 of the CSBG Act.

CSBG Service Category-Employment	
EOC -Nassau County	Hempstead

EOC responded to an RFP for Violence and Gang Prevention/Intervention and Career Development Services for Youth and Adults. Initial funding was \$175,000 for one year. Seen as a model program, within 6 months, EOC was awarded additional funding: our local Congresswoman provided \$75,000, and the initial funder sought, and received, \$96,547 in additional funding ... bringing total program funding to \$346,547. The initiative is designed to develop a comprehensive community based approach to violence and gang prevention/intervention. The focus is to engage at-risk youth [i.e. at imminent risk of youth violence, in violent acting-out behavior and/or involved in youth gang activity], and use a variety of research and evidenced based tools and programs aimed at providing program participants with employability, life and job skills training, and apprenticeship opportunities. The targeted communities are among the highest of need in population, poverty, youth offense and dropout rates. EOC will work with the County Youth Board, Police Department, alternative high schools, and 12 other CBOs. Meetings are conducted regularly to discuss anti-violence strategies and initiatives. CSBG funds were used to develop and write the grant.

Gang Intervention/Career Development

CSBG Service Category-Education	
Chautauqua Opportunities	Dunkirk

COI, with help of CSBG, targeted school partnerships with an emphasis on student success, in an effort to break the multi-generational cycle of poverty. COI started this partnership by targeting two of the more rural school districts where access to services was a barrier. These districts were Ripley [district farthest west in the county] and Silver Creek [district farthest east in the county]. Each District's Risk Team partners with COI self-sufficiency program, emphasizing parental school participation with a pro-active approach, with a goal of school success for children. COI supportive services [i.e. Housing, Early Care & Education, employment related services, Life Skills, Health Services, etc.] are mobilized in a comprehensive manner to support family independence and to promote self-sufficiency. Ripley School District, which had been cited as an at-risk district, so successfully improved their test scores that they were recently highlighted in a PBS special. COI partnership to fight poverty and enhance school success was highlighted as part of the PBS broadcast.

School District Partnerships

CSBG Service Category - Income Management
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Dutchess CAA	Poughkeepsie
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Families participating in DCCAA Family Development programming are assisted in opening and maintaining savings accounts specifically for the holiday season. A Credit Union is also a partner in the Holiday Saving Program. The Family Development caseworker supports the family in its effort to apply for a savings account and the credit union provides the opening \$5.00 deposit. Throughout the year, families make regular monthly deposits to the account, and early in December, the family receives a 1-to-1 match, up to \$150. The third partner, Berkshire Taconic Foundation, is the funding resource for the match. Two primary goals are accomplished through this program. The families provided for their own holiday needs, and, they acquired healthy savings skills. The Holiday Savings Program is an integral part of DCCAA programming. It supports the philosophy of Family Development and Self-Sufficiency by providing families the opportunity to set goals and supports efforts to obtain them.

Holiday Bank Accounts

CSBG Service Category - Agency Accomplishment-Energy Efficiency
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Mohawk Indian Housing Corporation	Rooseveltown
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MIHC has been in existence since 1972. Our metal warehouse was constructed in 1975, is 40' x 100', including a 2-bay garage. MIHC offices are inside the warehouse. After 30 years, renovation was necessary. The building experienced gradual deterioration ... roof leaks [that] ... expanded to areas that affected our storage room, offices, bathroom and hallways. Staff experienced drafts during winter. Each desk space was given oil-filled electric heaters to keep the proper temperature though there is forced air heat. We hoped that renovations would spare staff another cold winter. MIHC submitted an application to a federal agency for a Housing Services Administrative Office and Meeting Facility. CSBG funds were used in planning and coordination efforts. The request was approved for \$544,470. A local architect prepared cost estimates and preliminary drawings for the NYS Architect. Conceptual drawings were reviewed and received approval during this process. ... The Time Line for construction start is expected in 2006, [and]... bid the construction job during the spring.

We discussed with the Architect ways to abate the impact of high energy costs; he is certified in these matters and will provide some of the latest energy efficient technology and Star Rated efficiency appliances. Innovations are especially useful during the design process when the energy crisis, consumption concerns and threat of fossil fuel shortage present issues. We were assured future utilities in the new building will cost less than that used to heat and cool the warehouse offices. The warehouse was never intended to be used as office space. The newly designed Housing Services Administrative Offices are urgently needed to continue providing necessary services, which we have done with CSBG funds since 1985.... The new space will also have a meeting facility. [excerpt]

Energy Efficient Office Space for Service Provision
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CSBG Service Category-Housing	
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Department of Youth and Community Services	New York City
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On June 1, 2005 Presbyterian Senior Services opened its door to the first GrandFamilies at the Presbyterian Senior Services/West Side Federation for Senior & Supportive Housing GrandParent Family Apartments ... 50 apartments for adults aged 62 and older raising minor children, [it] is the first project of its kind in NYS and the first such ground-up construction in the United States. The project, the result of years of planning and collaboration between Presbyterian Senior Services, the NYC Housing Authority and funding from federal, state and local governments – NYS DHCR and HUD – resulted in an innovative solution to a housing need. The project was developed and is being managed by the 2 aforementioned New York not-for-profit organizations. ...The tax credits generate \$8 million in financing arranged through National Equity Fund, Inc. with JP Morgan Chase as lead investor. Additional funding came from Community Preservation Corporation, Federal Home Loan Bank and fundraising efforts by the two developers. The input of NYC Housing Authority, which leases the land for \$1 per year, and HUD, was essential to project development. The facility is supported by rent monies and federal Section 8 payments. A large Social Service Support Center offers an array of services: benefit and entitlement assistance, individual counseling, family counseling, computer classes, wellness and nutrition classes, exercise and stress reduction workshops, support groups, mental health workshops and legal assistance. An important part of the center is the after school enrichment program for children and youth, which is supported by CSBG. The GrandParent Family Apartments is a national model, acknowledging the changing role of grandparents in our society ... recognizing the need to integrate support services and housing. [excerpt]

GrandFamily Housing-Community Center

CSBG Service Category-Emergency Services	
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Greene Community Action Committee	Catskill
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Our community, like many, is experiencing a lack of affordable housing. Our LDSS houses on average, 15-20 families in local motels. Besides the astronomical cost to the county, these families are living in most unhealthy situations, often overcrowded, with limited or no cooking facilities. Funded through LDSS with TANF monies, Community Action hired a case manager to work with these families. Once immediate needs are met, such as clothing and food, then, family development strategies are applied; the family is lead through the process of identifying existing strengths and goals, as well as areas where they may need assistance. These services may include budget counseling, parenting skills, alcohol or substance abuse counseling, job readiness skills, and or mental health counseling. Appropriate referrals are made to partnering agencies to ensure that the clients receive necessary services. The case manager contacted and has formed relationships with area landlords, explaining that these families will continue to receive supportive services once they do find permanent suitable housing; and that Community Action is committed to seeing that these families are successful in their tenancy. CSBG funds support both direct service and administrative salaries for this program.

Emergency Intervention-Housing

CSBG Service Category-Nutrition
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Delaware Opportunities	Hamden
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Delaware Opportunities operates an emergency food program which includes food distribution, providing emergency food directly to clients, and through a network of 17 food pantries geographically dispersed over our large rural county. The funding for this program comes from the NYS DOH Hunger Prevention Program. Beginning in July, 2005, DOH required that fresh fruits and vegetables and fluid milk be made available. The challenge faced by our agency was to obtain and distribute these foods promptly. The Agency Advocate [funded through CSBG] negotiated an agreement with a local farm stand to fill weekly orders of produce at a very reasonable price. The Agency Advocate picked up the produce on the way to work and delivered it to our new agency administrative office building. Although modest in scope, this arrangement enabled the emergency food program to minimize travel costs, maximize funds available for purchase of produce, and enhanced quality of the food packages provided. In addition, the process supports a local business --promoting New York State-grown products.

Food Distribution - Fruits & Vegetables
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CSBG Service Category - Linkages

★ Opportunities for Chenango	Norwich
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Since the mid '90s, our County economy has been stagnant. Large industries who bought out family owned businesses in the early '80s moved south taking with them many vital, educated, and community-minded families. Well-paying manufacturing jobs were replaced by minimum wage service jobs. The lack of disposable income caused families to allow the condition of their homes to deteriorate. Government funding is becoming more and more problematic and it is obvious that earning our own dollars is necessary. We need to engage in more fee-for-service and help our customers to gather more assets. Our Board of Directors determined that "going it alone" was no longer a feasible option for either the County or the agency, and recommended that we look at ways to regionalize our approach to offering services. Two teams were assigned the task of looking at possibilities: housing and economic development. The Housing Director began talking with CAAs in surrounding counties and formed a strong coalition with 3 counties to provide, on a fee for service basis, housing services to their customers that they have not the resources or expertise to offer. The collaboration is beginning with delivering Home Ownership Education classes and joint grant writing for housing rehabilitation. The Economic Development Coordinator is working with an additional adjacent county and another county in the state with expertise in trade cooperatives. Working with a community partners and a funding source, a micro-enterprise revolving loan fund was established, business development classes, a textile incubator and studio were launched. An adjacent county is joining us in setting up E-commerce opportunities for low-income individuals with skills and a saleable product to find markets outside the immediate area. Working with local Catholic Charities and Cooperative Extension, agri-businesses are being brought into the mix and a special training class in business development and computer skills was set up for farm women. Progress is slow. However, we believe that by working with sister CAAs and others regionally, we can improve the housing stock and business opportunities for low-income residents of the area and begin to rebuild some of the lost momentum. We are working with residents and indigenous businesses: we are building from the inside.

Regionalized Economic and Community Development
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CSBG Service Category - Self-Sufficiency	
Newburgh Community Action Committee	Newburgh
<p>NCAC was the sole recipient of a \$75,000 grant from the USDHHS-ACF [Administration for Children and Families] for the concept and development of an Expanded Infant and Toddler Child Care and Family Support Delivery System. This was and continues to be a demonstration project on the planning and structure of a family centered network of services that will address needs of working families with infants and young children, and improve childhood outcomes. The pilot project, housed in Newburgh, will be the prototype for 10 facilities, each with capacity for about 100 children. All 10 will be operated by agencies who are CAAs, members of the Community Action Partnership, serving a population of low-income parents and their children. Development of a service delivery model to integrate child care and family support/home visiting was carried out by NCAC staff and consultants and by a sub-contractor, Prevent Child Abuse New York (PCANY). With administrative support provided by CSBG funds, a community based Advisory Board was established with representation from the perinatal and pediatric health care community, public health officials, Orange County Community College- Early Childhood Program, County Child Care Council, LDSS, Head Start, and various CAA personnel from throughout New York State. NCAC staff, PCANY, and the child care consultant have met several times during the year to review the service delivery plan and job development principles and standards. This project, which will be ongoing into a second year, addresses NCAC’s goals of increasing family safety, stability, and growth. The availability of CSBG funds enhanced NCAC’s opportunity to bring this much needed Child Care and Family Support Delivery System to fruition.</p>	
Family Services Prototype	

CSBG Service Category - Self-Sufficiency	
Cayuga-Seneca CAA	Auburn
<p>After more than 25 years of providing specialized services to victims of domestic violence and coordinating community-wide response to domestic violence, Cayuga/Seneca CAA partnered with Cayuga County Supreme Court and the NYS Center for Court Innovation to establish Cayuga County Integrated Domestic Violence Court, a first of its kind in Cayuga County. The newly formed multi-jurisdictional court provides centralization of domestic violence cases, coordination of victim services, enhanced prosecution, judicial monitoring and offender accountability. The court responds to a very real program: the Byzantine structure of the court system, which previously required domestic violence victims and their families to appear in multiple courts in front of multiple judges to address their criminal, family, matrimonial, and other matters. Integrated Domestic Violence Court, in contrast, is dedicated to the “one family-one judge” concept, allowing a single judge to hear related cases involving domestic violence victims and their families. This will change the way the justice system treats domestic violence victims and their children by providing enhanced services to victims and increasing defender accountability.</p>	
Domestic Violence Court	

CSBG Service Category - Health	
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Action for a Better Community	Rochester
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The Community Building in Action (CBA)-Get the Lead Out (GLO) Program provides a variety of services to residents and property owners to help address lead poisoning, by combining lead-poisoning education with evaluation, control, and monitoring. CBA is fully funded by CSBG. GLO goal is to eliminate lead hazards before children are poisoned. Currently, official action is only taken once a child has been diagnosed with elevated lead in their blood. During the summer of 2005, CBA launched an intensive door-to-door outreach effort in the area most affected by lead poisoning in the City of Rochester, a joint effort of University of Rochester medical students/interns, volunteers and CBA staff. This outreach effort was the first of its kind in Rochester to canvas two neighborhoods in this sector. It was the main activity of the CBA Summer Intern Program: 9 college or college bound students trained to educate residents on lead hazards, conduct visual lead assessments and make referrals to available community resources. Outreach teams spoke to 185 residents in the 2 neighborhoods on the dangers of lead, provided educational materials, conducted on-site lead swab test, and built relationships for future activities. Students using HUD standards for visual assessments at 438 properties documented possible exterior lead hazards. As a result, GLO provided 49 property owners with free cleaning supplies to reduce the danger from lead, dust to dust wipe sampling and made hazard control recommendations.

Community Lead Removal Program	
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Columbia Opportunities	Hudson
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Hudson Teen Theatre Project is an after school program that provides teens an opportunity to learn new skills... CSBG funds help pay for program planning and administration. Young people in middle and high school from all over the community make theatre together at a local arts center. They participate in warm-ups and theatre exercises, improvisation and scene work. In exploring hypothetical characters and situations, the teens become involved in work which reflects their sensibilities - their experiences, problems, joys, challenges, dangers and successes. Although they are from diverse backgrounds and situations, participants find a common thread of theatrical expression as they immerse themselves in the vocabulary and practice of ensemble theatre. [excerpt]

Innovative Youth Program	
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Wyoming CAA	Perry
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...‘Remember the Nickel’ stores were set up in all area nursing homes where Christmas gifts were purchased, and wrapped for a nickel. This project engaged volunteer youth in human service work while providing a unique service to seniors confined to a nursing facility. Students made crafts for gifts and helped seniors shop and wrap gifts. Community Action Angel volunteers and community partners provided gifts. Schools provided bussing.... Nearly 600 seniors “Christmas shopped” and spent time in an enjoyable activity that would not normally be available to them....This project had a positive impact on how our senior citizens and their families viewed youth as well as WCCA, and our ability to serve our senior population in a new way. As a result of this activity, students are now offering 8-week computer classes to area seniors, taping books, reading and playing games with shut-ins, helping with yard work and more. Area nursing homes are doing fundraisers for CAA Angels and many family members of nursing home patients are now donors and volunteers. [excerpt]

Innovative Youth-Seniors Program	
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Characteristics of the Population Served

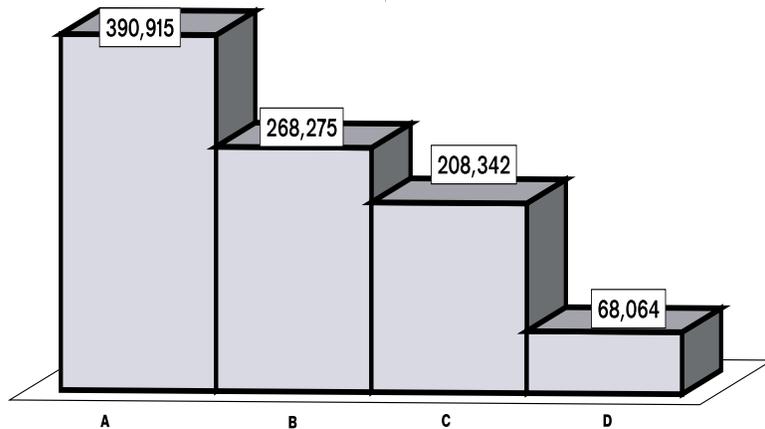
This chapter describes the characteristics of the population served, as reported by grantees in Section D of the APR. This information was reported by all grantees, but not every grantee had information to report in every category. Grantees reported a greater number of persons served this year for whom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

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

Fig. 3 **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.



Grantees reported providing services to over 600,000 persons, [A +B], but only about 60% reported personal characteristics, as indicated in the tables and figures on pages 96-99. Although the total number of persons reported as served this year is greater than last year, the number of those about whom no characteristics were obtained, increased.

Fig. 4 **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 $\pm 2\%$ variance.

According to the reports filed by grantees, more women than men access services. This year, the number of men reported increased by about 1%.

Male: 164,412	Female: 226,503
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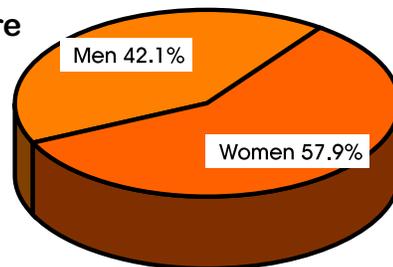


Table 5

Age

Total number of persons (unduplicated) about whom this characteristic was obtained		390,915
Age Groupings	Number of Persons	Percent of Total [rounded]
0 - 5	56,665	14%
6 - 11	43,256	11
12 - 17	43,354	11
18 - 23	37,364	10
24 - 44	108,511	28
45 - 54	44,255	11
55 - 69	34,590	9
70+	22,920	6

The population served is divided fairly evenly among children, youth and adults. This table includes 100% of the total unduplicated number of persons served, as indicated in Figure 3.

Table 6

Ethnicity/Race

Categories	Number of Persons
Hispanic or Latin	72,400
Not Hispanic or Latin	248,152
African American	70,328
White	183,688
Other	29,660
Multi [2 or more of the above]	9,596

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

Table 7

Education [Adults]

Total number of persons (unduplicated) about whom this characteristic was obtained		155,128
Highest Grade Completed	Number of Persons	Percent of Total [rounded]
0 - 8	26,520	17
9 - 12/non-graduate	43,281	28
High School Grad/GED	54,641	35
12+ -some post-secondary	29,724	13
2 or 4 yr college grad	10,962	7

About half of the customer base is reported at non-high school graduate status. Less than 40% of the customer base reported characteristics in this category. Nonetheless, the percentages appear similar to last year, although the number of those with educational levels of 8th grade and less decreased, with the number of those who went to, but did not complete high school increasing by about 7%.

Table 8 **Family Size**
Federal Poverty Income Guidelines, by Family Size

Total number of Families (unduplicated) for whom this characteristic was obtained			190,899
Family Size	Number of Families	Percent of Total [rounded]	FFY 2005 Poverty Guideline
1	52,416	27	\$9,570
2	37,674	20	12,830
3	35,065	18	16,090
4	37,695	20	19,350
5	15,394	8	22,610
6	8,105	4	25,870
7	2,756	2	29,130
8+	1,794	1	32,390

Source: Federal Register, 2/18/05; Vol. 70, #33, pp.8373-5; <http://www.census.gov/poverty/05poverty.shtml>

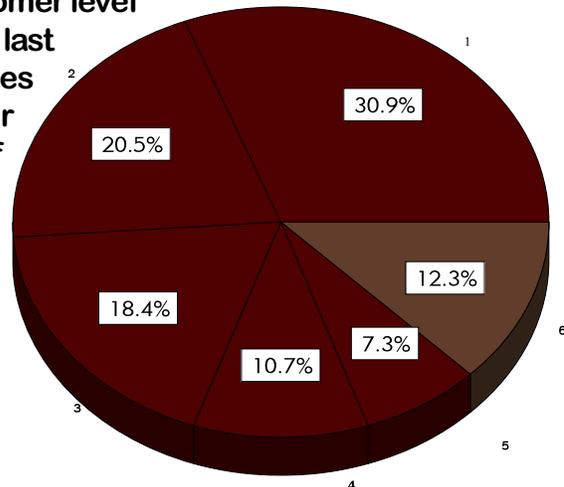
Federal Poverty Income Guidelines are included to illustrate the relationship between income and family size. Grantees are required to comply with income guidelines specific to each program that is supported by CSBG. Copies of the revised poverty guidelines are distributed to grantees annually. In those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

Grantees captured information from about 91% of families which reported characteristics in this category. As in previous years, the largest family size is "1"; this year however, the number of families reported that are larger than 6 persons, declined drastically.

Figure 9 **Level of Income**

Data provided by grantees document that customer level of income has not changed significantly over the last year. Interestingly however the number of families whose characteristics were reported this year increased to about 59% of the total number of families for whom characteristics were obtained. The total number of families for whom this characteristic was obtained is 122,569. Over 50% of families have incomes below 100% of the poverty level.

See table 8, above regarding the poverty level.



Guideline		Number of Families
Up to 50%	1	37,852
51-75%	2	25,090
76-100%	3	22,599
101-125%	4	13,095
126-150%	5	8,912
151+	6	15,021

Table 10 **Family Type**

Total number of Families (unduplicated) about whom this characteristic was obtained		191,456
Type of Family	Number of Families	Percent of Total [rounded]
Single parent, female	61,586	32%
Single parent, male	8,125	4
Two-parent household	54,326	28
Single Person	37,345	20
Two Adults, no children	11,649	6
Other	18,425	10

Percentages this year are not statistically/significantly different from last year.

Table 11 **Source of Income**

Unduplicated # families reporting one or more sources of income		102,941
Source of Family Income	Number of Families [duplicated]	
No Income	25,840	
TANF	17,219	
SSI	26,462	
Social Security	24,455	
Pension	5,256	
General Assistance	6,136	
Unemployment Insurance	7,305	
Employment + other sources	18,929	
Employment only	55,020	
Other	15,329	

It is not possible to obtain unduplicated counts in individual categories, since sources for income often overlap. Grantees obtained characteristics from fewer than 50% of families reporting; however, it is evident that the largest group are employed. Those on fixed incomes: SSI, Social Security, Pensions comprise nearly as many as those who cited employment as their sources of income. Over 25,000 families, or approximately 25% of all families, cited 'No income'. About 17% of families were TANF recipients.

Table 12 **Housing**

Total number of Families (unduplicated) about whom this characteristic was obtained		180,533
Housing Characteristics	Number of Families	Percent of Total [rounded]
Own	31,881	18
Rent	129,082	72
Homeless	7,403	4
Other	12,167	6

Not surprisingly, nearly 3/4 of the grantee customer base are renters. This has not changed significantly in the last 5 years.

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 was 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

Mr. Y came to the CAA soup kitchen, where the agency discovered that he was also homeless, staying with a friend. A CAA employee referred Mr. Y to its Single Room Occupancy-supportive living program, in hopes he could stabilize his housing situation. Mr. Y fit in well in the supportive living program, where he received intensive support services for his many barriers. He took pride in his appearance, cleanliness, and the overall well-being of the property, but he was still without employment and had many issues with his self-esteem. The CAA offered Mr. Y a position cleaning and maintaining the supportive living property, where he exceeded expectations. Mr. Y did so well that he began performing similar duties at 2 other agency-owned facilities, and his self confidence improved dramatically. Mr. Y has now obtained full-time employment at a local university, and transitioned out of the supportive living program to full independence. He has successfully met his individual goals and is living without assistance. CSBG supports the soup kitchen, intake and referral process, and the employment opportunities at the supportive living program.

A gentleman in his 40s was laid off from a manufacturing job and working with an Employment Specialist at our CAP to seek a new job. He needed steel-toed shoes in order to start the job he secured, but could not afford them. Our CAP provided a gift card to a local department store to purchase his boots. Later that day he returned to our office with good news that the boots were on sale; he returned the gift card with \$6.00 still credited 'for someone else who needs some help'. CSBG funding provides the opportunity for the attainment of self-sufficiency. Sometimes it takes only a small amount to incur life-changing opportunities, and to witness the true spirit of those assisted.

Our agency first began working with the L family 3 years ago. At that time, this family of 4 was living below the poverty level, with the only family income coming from Mr. L's employment. They were receiving food stamps, Medicaid, HEAP, and other benefits, but were struggling to pay bills and used credit cards, which put them further in debt. Family Development staff began the process of goal setting and planning. In addition to financial problems, Mrs. L suffered from depression and was unable to cope with household chores. Mrs. L established goals related to budgeting and housekeeping. Mr. L was assisted (with the assistance of the Workforce Investment Board) in obtaining a license to operate heavy equipment and subsequently to obtain a better job, increasing family income by 40%. The family was also assisted in obtaining weatherization assistance. The increased family income resulted in a loss of Medicaid, and health insurance was not available from Mr. L's job. Accordingly, the family was assisted with the obtaining the statewide health insurance program. During this process, the family was assisted in consolidating debts and establishing a reasonable repayment plan. Mrs. L was referred to the agency's employment services program, and with support there found a job. Mrs. L is happier and feeling better physically and emotionally. The Family Development program is 100% funded by CSBG.

A recent immigrant went to an agency funded by the CAA after being laid off from his factory job. He spoke very little English and hoped that while he was receiving unemployment benefits he could improve his language and work skills. This agency offered him both English language classes and later, a building maintenance training and certification course. The English classes were funded by CSBG. By mid 2004, he obtained a job as an assistant building superintendent, by December 2004, he advanced again by getting hired as a maintenance worker at a local research institute. All the while, he continued his studies in English. In spring, 2005, he passed his interview and test and became a United States citizen. He continues to study 2 days a week in this program and is currently at level 3. This program participant became more fluent in English and improved his employment status; he is one of the hundreds of students who attend our CSBG funded classrooms every year.

Four months ago, CG arrived at the CAA with an eviction and utility company disconnection notice. She worked 25 miles away from her home, but owned a van that required \$800 in repairs to make it functional. Because of lack of reliable transportation, she missed significant time at work and was in danger of being fired. CG required a new car, but was using all of her resources to prevent homelessness for her family. After her daughter's recent death, she established legal custody of her grandchildren. However, because of the financial situation, she questioned whether she could afford to keep them. CAA paid her rent arrears, which provided the financial support she desperately needed. CG was referred to the auto-loan program and purchased a late model car for less than it would have cost her to repair her old car, and its value was much higher than the amount she paid. With reliable transportation, CG has become more self-sufficient. She is employed full-time, pays her bills on time, and managed to open a savings account. Thanks to her grant from the CAA, CG had the resources to purchase a new car. Her self-confidence and esteem were restored.

Goal 1 continued

A CAA Counselor from our Crisis Network met with a young couple on a number of occasions during the past 2 months to work on budgeting. Both individuals were working but looking for jobs with additional hours and better wages. Our counselor provided information about such programs as Food Stamps and HEAP, and helped prepare applications for, and schedule appointments with LDSS. The couple began working with a Job Coach from CAA career program and with a CAA referral, began to access the DOL One-Stop Center. CAA provided use of its telephones, fax and postage machine to assist with their search for new employment. They were engaged in a self-sufficiency action plan with CAA and everything appeared to be fine until they came in one day very upset with a 3-day notice from their landlord. The crisis Counselor immediately sought assistance of the CAA Homelessness program Coordinator. The couple told us they had made numerous attempts to contact the landlord about plumbing problems; but when he didn't return their calls, they decided to withhold rent. Our Coordinator learned that the couple were good tenants and didn't have problems with the landlord previously. She knew this landlord, having worked with him on a few cases. The tenant agreed to meet at CAA with the landlord in an attempt to resolve the situation. The landlord agreed to make the necessary repairs, the tenants paid the past due rent, and agreed to meet with CAA once a month or on an 'as needed basis' for case management services.

Ms. C is a woman who is no stranger to the system. By the time she came to CAA, she was distrustful and suspicious. Initially, Ms. C believed CAA would be like all the other programs, where she had been treated rudely and with disrespect. However, she agreed to give CAA a chance. As she became more comfortable with staff, Ms. C decided she could trust CAA and that we were 'different'. She explained the various means and methods she had tried to stop the cycle of dependency on the welfare system and provide a livable wage for herself and her young daughter. These attempts had been in vain. With assistance of CSBG funding, CAA successfully partnered with another agency to provide Ms. C with suitable training to become a Certified Nursing Assistant. Ms. C graduated with honors, and, with CAA help and CSBG funding, she found a livable wage position in this field. Pleased with her performance, the medical facility already increased Ms. C's salary. She no longer needs public assistance. Additionally, with CSBG funding, Ms. C used another program to obtain a donated vehicle, enabling her to work additional hours, earning more money. This hard-working single mom might still be on welfare if it had not been for CSBG funds, which allowed CAA staff to work closely with her and break through barriers of distrust and resentment.

Goal 6

Ms. T, a young single mom with a year old child, came to our outreach site looking for assistance with housing. She lived with her father, an alcoholic who was making the living situation impossible. The verbal abuse was more than she could handle, especially with a child in the home. Ms. T feared for her child's health and safety; but a greater fear was that Child Protective Services would be called in and her child would be removed from the home. We knew it was time to remove both from their current situation and find them their own place. We placed her on our Housing list; but the one year wait was an obstacle. We found an apartment and covered the security deposit, leaving the first month rent for Ms. T. Presently Ms. T is working towards her GED, has obtained her driver's license and is looking forward to raising her son in a healthy, happy atmosphere. She has moved up on the housing assistance list, and with their help will find it much easier to cover her housing expense. She understands the 'work' she has ahead of her, but she is on the right road.

Members of our rural community rallied around this family and sought our assistance when other resources were unavailable and insufficient. A family of 8: Mom, Dad and 6 children, were in crisis. Both parents worked full-time to support their large family, and were quite successful at doing so. Mom was the main bread winner earning a healthy salary, while Dad worked equally as hard but earned minimum wage. Without warning, Mom lost her job due to a legal formality through no fault of her own. When their landlord heard of the family's troubles and was expecting the worst, he gave them no room for compromise on their rent. While Mom struggled to get her job back, she began looking for alternative housing and found that there was no place in the community that could house 8 people. The family was facing what they thought was their only option: moving out of the community, uprooting the children, and trying to pick up the pieces elsewhere. Our agency paid their rent for one month, during which time Mom applied for and received temporary public assistance. With their living situation not at crisis level, Mom focused on her employment issues and successfully resolved them. The children continue to thrive in the only home they have ever known, surrounded by a community that cares. CSBG funds made it possible to work closely with this family as they sought to provide a stable environment for themselves and their children.

A single mother of two in her early 20s moved to our area from out of state to be near family. Since arrival, she struggled with hardships that sadly, resulted in her incarceration and loss of child custody. Services formerly used were not available because of her court involvement, and she had "aged out" of programs for teens. Our CAP provided a 2-bedroom transitional apartment and wrapped family support services around this vulnerable family. In partnership with the county mental health clinic, other private agencies, volunteers, and preventive services of LDSS, a plan was formulated to provide opportunities for this young mother. She was reunited with her children and the family is stable. Through our CAP Family Action program, we provided intensive home-based programs to help her identify strengths, set goals and achieve the skills needed to provide a safe and nurturing long-term home for her young children. Family Action's support from CSBG makes possible these journeys from despair to self-sufficiency.

The M family was referred to our CAA from a local church. Mrs. M had two school-aged children. Mr. M left the household, with no financial support other than Mrs. M's unemployment insurance benefits. Mrs. M was behind two mortgage payments: the bank was threatening foreclosure. CAA staff contacted the mortgage company to see what could be done to avoid foreclosure. CAA paid one month's mortgage and worked with a local faith-based organization to keep the escrow payments current. Mrs. M was then able to redistribute the other payment over time. The mortgage company agreed to refinance the mortgage to a lower payment after a fair amount of advocacy by CAA staff. CAA staff is currently working with Mrs. M in the hopes of securing employment. Mrs. M created an updated résumé and CAA staff linked her to the one-stop employment center for access to the job bank. CAA advocated for Mrs. M with local utility companies and established affordable payment options. CAA will continue to provide food to the family as is necessary to maintain stability.

A couple in their 80s was taken to court by their landlord, who claimed they owed \$30,000 in rent. The local CSBG-funded agency researched the problem and determined that the Section 8 share of the rent had not been paid for several years. The agency spoke to the landlord, who agreed not to pursue the court case while we tried to resolve the issue. Agency staff demonstrated to Section 8 that their portion of the rent was delinquent, and they then paid the landlord in full. Due to the housing advocacy services provided by the agency, the couple was not evicted and continued to live independently in their home.

Goal 6 continued

After a 17-year old girl on our advocacy caseload gave birth to a baby, the child was removed from the home and placed in foster care because of the mother’s drinking and drug problems. CAA staff began working to address the mother’s problems. They attended supervised visitation with mother and baby. Their family development plan included the ultimate goal of reuniting mother and infant. After enrolling in and successfully completing rehabilitation for her addiction, mom learned basic parenting skills from the advocate, attended independent living training to improve her own self-sufficiency skills, and received parenting education. The advocate also worked with the young woman’s father, who was willing to take the child into his home. After several months of work, the advocate, with social services support, went with the family into court: custody was granted to the baby’s grandfather: the child is no longer in foster care. The young woman is no longer abusing drugs and alcohol. With family support, the young woman remains in school to finish her education. CAA staff are still working with this teen parent to foster her growth and development so she can eventually take full custody of the baby. CAA staff in this case identified resources and mapped out a plan to move toward complete family stability over time.

In January, 2004, Ms. B came into CAP, distraught and feeling humiliated. She told us that her 2 children were taken away by the Court system, until allegations of child abuse made by her aunt against her were investigated. Ms. B had heard about CAP from local residents and came in hoping that “someone” would help her. That “someone” was our Family Development Director. Over the next 8 months, staff and Ms. B met with CPS, lawyers, school personnel and together, went to all required court sessions. Ms. B's family development worker advocated for and assisted Ms. B through the very complicated and often frustrating legal and criminal systems. At the same time, staff engaged Ms. B in a CAP parenting skills workshop. Finally, in August, the courts determined that the child abuse charges were unfounded, in large part due to the advocacy efforts of CAP. That finding, along with her successful completion of the CAP parenting skills workshop, resulted in the court returning custody of the children to Ms. B.

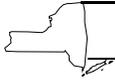
W is a married, middle-aged man, whose life challenges cause him to appear to be much older than his chronological age. W has an ailing wife and a young teenage son. W is very proud of his small family and will immediately tell new intake workers that his wife had an illness that would typically have prevented her from having children, and despite a high-risk pregnancy they have a healthy son. W has developmental disabilities which prevent him from holding a job. His income from disability sources is insufficient to meet his family needs. W does not drive, so he walks around our community every day to meet these needs. It is clear that W ensures the well being of his family before himself when one sees his thin coat and worn shoes. His disability aside,

W works hard at achieving a sense of self-sufficiency the family.

W came to our Family Center, a program supported by CSBG funding, for emergency food assistance. The intake worker assisted W with emergency food, ensured that he was getting Food Stamps, and reviewed his need for additional assistance. The intake worker gave W his food package and reminded him that the pantry, as well as other Family Center services, was available to him for future visits if he felt the need for further assistance.

W thanked the intake worker and went on his way, but he remembered the intake worker's words and returned on several occasions for further assistance. At a team meeting the intake worker commented that W always wore the same thin coat and that his sneakers appeared to be very worn. The weather can be very severe in our part of the country so the intake worker was concerned about W's health. Staff discussed ways of securing a donation of clothing specifically for W. A donor provided boots, a coat, a hat, and gloves. The intake worker (a trained Family Development worker) had by now developed a relationship with W and ensured that the clothing secured for W would fit him. She gave the clothing to W while preserving his pride. In the springtime, the donor provided new sneakers and socks. Again, W graciously accepted the donation. Although securing a donation of clothing may appear to be small factor in the process of self-sufficiency, it was a meaningful step in W's development. W has returned many times for various services for himself and his family.

Occasionally, he proudly donates canned foods to the pantry.



FUNDING AND EXPENDITURES

Community Services Block Grant

Table 13

Expenditure Report

Distribution	See Note #	Expenditures FFY 2005	Charges to FFY 04	Charges to FFY 05	Planned FFY 05
Grantees	1	\$52,109,758	\$549,345	\$51,560,413	\$51,719,545
Indian Tribes		277,180	0	277,180	277,180
Disaster Relief	2	36,351	0	36,351	40,000
NYSCAA	3	383,000	183,000	200,000	200,000
Mini-Grants	4	274,631	274,631	0	0
Special Projects	5	97,000	97,000	0	0
Encumbered Balance	6	25,000	0	25,000	0
Unencumbered Balance		137,781	0	137,781	0
Total Local Assistance		53,340,701	1,103,976	52,236,725	52,236,725
State Administration	See Table 13a				2,749,301
TOTAL					54,986,026

NOTES:

1. Grantees: charges to FFY 04: \$549,345 /jv'd from FFY 05 to close out FFY 04.
 Grantees: charges to FFY 05 includes unencumbered balance of \$500,000 transferred from FFY 04 administrative funds to FFY 05-Grantees. The re-programmed administrative funds were awarded to grantees to partially offset the under-funded amount of the contracts.
2. Disaster Relief: charges to FFY 05:
 - a) \$10,000 to Cattaraugus
 - b) \$1,351 to Greene
 - c) \$25,000 to NYSCAA
3. NYSCAA: Charges to FFY 04 \$183,000
 Additions to FFY 04 regular CSBG contract:
 Mentoring: \$10,000
 Electronic Data Management [FFY 05 contract]: \$173,000
4. Mini-Grants: charges to FFY 04 is balance paid on obligated mini-grants.
5. Special Projects: charges to FFY 04
 - a) \$52,000 to Cayuga/Seneca
 - b) \$25,000 to Steuben/Yates
 - c) \$20,000 to Columbia
6. Encumbered charges to FFY 05:
 \$25,000 ABC Monroe financial consultant project

Table 13A

State Administrative Expenditures

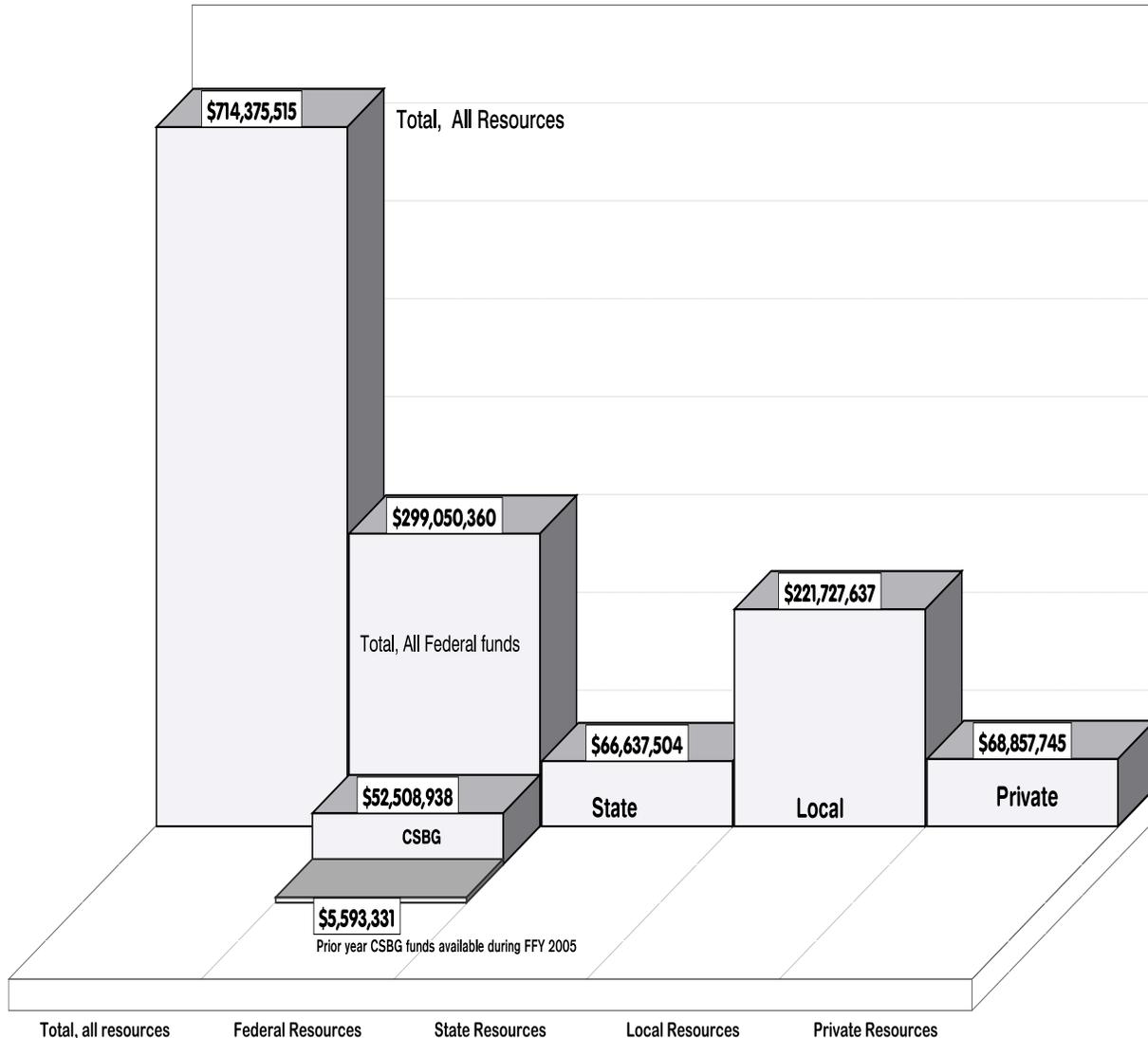
	FFY 2005 Expenditures	Charges to FFY2004	Charges to FFY 2005	NY State Plan
Personal Service	1,399,589	1,254,870	144,719	
Non-personal Service	236,610	230,086	6,524	
Fringe Benefits	594,200	594,200	0	
Indirect Cost	32,807	32,807	0	
Total expenditures for Administration	2,263,206	2,111,963	151,243	2,771,795
Transferred to Grants	500,000	500,000	0	

October 1, 2004 - September 30, 2005

Fig. 14

Resources Reported by Grantees

[Federal, State, Local, Private resources]



As this table indicates, CSBG constitutes about 14% of all federal funds garnered by CSBG grantees during FFY 05, and about 7% of all funds. Federal funds account for just under 50% of all funding brought into the network this year. Funding in general expanded by nearly \$50 million, with the bulk of that coming from local sources, which increased over last year by over \$65 million. Although federal funds decreased slightly over the last year, funding from state sources increased by just over \$3 million. Funding from private sources declined by just over \$8 million.

Table 15

Funding by Service Category

Service Category	CSBG Funds Used	
	Planned	Actual
Employment	\$ 6,996,835	\$ 6,324,812
Education	13,886,196	12,591,406
Income Management	1,416,339	1,454,383
Housing	2,658,918	2,609,957
Emergency Services	3,072,358	3,173,750
Nutrition	1,138,268	1,036,469
Linkages*	6,874,512	6,343,435
Self-Sufficiency	19,276,040	16,543,139
Health	3,035,612	2,726,499
TOTAL(S)	\$ 58,355,078	\$ 52,803,850
Information requested by NASCSP:		
Youth Development**	12,840,095	11,515,006
Senior**	5,042,537	4,557,299

* Linkages includes program categories of Greater Participation and Coordination

** Youth Development and Senior categories added at the request of NASCSP

Table 16

Grantee Administrative Expenditures

ADMINISTRATION AND INDIRECT COSTS	CSBG Funds	\$ 5,864,644
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