

**STATE OF NEW JERSEY  
COMMUNITY SERVICES BLOCK  
GRANT PROGRAM**

**BIENNIAL STATE PLAN**

**2012 - 2013**



State of New Jersey  
Chris Christie, *Governor*

Department of Community Affairs  
Lori Grifa, *Commissioner*

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## A. ADMINISTRATIVE STRUCTURE

1. State Administrative Agency
  - a. Role of the State Designated Agency

The New Jersey Department of Community Affairs (DCA) is designated to administer the Community Services Block Grant under the provisions of Public Law 97-35, Omnibus Budget Reconciliation Act of 1981 (OBRA); Public Law 98-668, Human Services Re-authorization Act of 1986; July 6, 1982, Federal Register, "Block Grant Programs: Final Rules;" October 13, 1987, Federal Register, amendment to the "Block Grant Programs: Final Rules;" Public Law 101-501, Augustus F. Hawkins Human Services Re-authorization Act of 1990; P. L. 103-252, Human Services Amendments of 1994 and the Poverty Income Guidelines as required under Section 673(2) of the Act.

The Community Services Block Grant (CSBG) program will provide a range of services and activities having a measurable and potentially major impact on the causes of poverty in New Jersey. The activities will be directed toward assisting low-income participants and families. The mission of the Department of Community Affairs, Division of Housing and Community Resources, Office of Community Action is to work with the Community Action network of New Jersey to promote family self-sufficiency and healthy communities for low-income people residing in the state. Through the use of Results Oriented Management and Accountability concepts (ROMA) the state will be able to measure the impact of CSBG programs and how they impact the low-income population.

The State Plan (Plan) was prepared to comply with all statutory requirements for receiving a CSBG allocation. The Plan is available for public access at [www.nj.gov/dca/divisions/dhcr/offices/comact.html](http://www.nj.gov/dca/divisions/dhcr/offices/comact.html) and at the DCA prior to and after submission to the Secretary of the U.S. Department of Health and Human Services (HHS) and throughout the two-year award period covered by the Plan.

The Plan sets forth the state's policy goals and objectives, the requirements eligible entities must meet to qualify for funds, and the procedures the state intends to implement in administering the program.

The function of the DCA, as the lead CSBG agency for the state, is to allocate and administer funds to twenty-six (26) eligible community based organizations, which offer essential services having an immediate impact on the primary needs of low-income individuals and a potentially measurable impact on the causes of poverty. To the maximum extent possible, the state will work with designated agencies to advocate efforts to address the causes of poverty. In addition to the basic requirements contained in contracts between DCA and its eligible entities, the provisions of OMB Circulars A-102, A-110, A-128, A-133, A-087 and A-122 will apply to the administration of the program as appropriate.

DCA will allow staff to attend U.S. Department of Health and Human Services' Office of Community Services' Administration for Children and Families sponsored CSBG conference, training, technical assistance, planning or other activities in the areas of internal controls, monitoring, data collection and fiscal management related training programs to help ensure DCA provides the highest quality support to the eligible entities and increase accountability in the administration and management of the CSBG program.

b. New Jersey CSBG Goals and Objectives

CSBG funds are intended to combat the central causes of poverty. For FFY 2012 and 2013 the DCA will utilize funds appropriated for the program to provide for the implementation of the following goals and objectives which address the overall CSBG purpose and which meet the requirements of Section 672 of the CSBG Act. Following each objective are measurable methodologies that outline the specific activities to be undertaken to accomplish the stated objectives.

**Goal 1: Self Sufficiency**

Provide direction and services that increase the number of individuals who become self-sufficient.

**OBJECTIVE 1:** Increase the resource base of programs designed to eliminate poverty therefore increasing the quality and quantity of programs targeting underserved families and individuals.

**METHODS:**

- Seek and identify additional funding sources that will complement services provided under the CSBG program.
- Fund programs which complement the services provided by CSBG eligible entities.
- Utilize ROMA<sup>1</sup> and standardized Logic Models to determine benchmarks of client/family self sufficiency.

**Goal 2: Improve Community Conditions**

Facilitate improvement of the conditions in which low-income people live.

**OBJECTIVE 1:** Increase the resource base for development of projects designed to improve communities and neighborhoods therefore enhancing the quality of living conditions for underserved families and individuals.

**METHODS:**

- Fund programs that seek to fill identified gaps in service delivery.
- Fund programs which complement the services provided by CSBG eligible entities.
- Fund projects designed to address identified community needs.
- Utilize ROMA and standardized Logic Models to determine the impact of CSBG programs on communities and neighborhoods.

**Goal 3: Collaboration**

Provide direction and resources that increase collaboration among other community based providers, state agencies, local and county governments.

**OBJECTIVE 1:** Respond to local and statewide needs and conditions through the strengthening of communities' ability to coordinate resources and activities designed to eliminate poverty.

**METHODS:**

- Coordinate a minimum of four meetings annually between a network of New Jersey Community Action Agencies and CSBG staff, allowing time to network, share ideas, and collaborate on similar or complementary projects.
- Collaborate with other statewide and local initiatives that share the vision of

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<sup>1</sup>See Attachment A

eliminating poverty by participating in forums, attending relevant meetings, and sharing information on an on-going basis, to improve linkages to service providers on the state and local levels.

- Staff will share information gleaned from participation in statewide and local forums with Community Action Agencies (CAAs) and other state sponsored programs on a regular basis.
- Identify and disseminate information regarding funding opportunities to CAA and other community partners, as appropriate.
- Staff will reach out to other state departments to develop collaborations that will enhance the effectiveness of the CSBG funds.

**OBJECTIVE 2:** Ensure that CAAs are complementary of other community service providers in offering a range of comprehensive services for low-income families and individuals, in an attempt to create measurable impacts on the causes of poverty in the community leading to self-sufficiency for underserved families.

**METHODS:**

- Inventory and assess social service programs provided within the state through the development and continued maintenance of a comprehensive uniform database.
- Fund programs that seek to fill identified gaps in service delivery.

**OBJECTIVE 3:** To increase the participation of community members in an effort to empower residents to respond to the unique problems and needs within their communities.

**METHODS:**

- Assess the needs of targeted neighborhoods and low-income families to identify gaps in services.
- Ensure active participation of low-income residents on local tripartite boards.
- Replicate, as appropriate, programs that have demonstrated effectiveness. The state will use the joint meetings between the Office of Community Action and the New Jersey Community Action network to showcase “Best Practice” models governing programs, service delivery, and the effective/cost efficient administration of the CSBG grant.

**Goal 4: Data Collection and Analysis**

Strengthen the organizations’ ability to collect and analyze data and to use that information for the purposes of strengthening and improving programs and achieving measurable outcomes.

**OBJECTIVE 1:** Implement the 16 National Indicators<sup>2</sup> that require CSBG funded CAAs to report on outcomes that occur as a result of services provided. Standardized Logic Models have been developed to collect data on a uniform basis so reporting accurately reflects program delivery and reporting on CSBG funded activities and programs using CSBG leveraged funds. Software has been disseminated to Community Action Agencies so that data collection is compiled uniformly, thus producing reports and data that better reflect the conditions of poverty (and its’ amelioration) in the state.

**METHODS:**

- Implement the 16 National Indicators through the use of standardized Logic Models and ROMA.

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<sup>2</sup> See Attachment B

- Provide technical assistance on outcomes-based reporting.

**OBJECTIVE 2:** Distribute annual outcomes data to interested parties for the purposes of strengthening and improving programs.

**METHODS:**

- Require CAAs to submit, at minimum, quarterly reports utilizing the 16 National Indicators.
- Prepare an Annual Report on the CSBG program and distribute to interested parties.
- Expense and report CSBG funds to document effectiveness.

**Goal 5: Needs Assessment/Capacity Building**

Increase, develop, and strengthen programs and services that address the problems identified in the communities' needs assessments.

**OBJECTIVE 1:** Develop and implement innovative and effective community-based strategies attacking the causes and effects of poverty by requiring agency needs assessments as an instrument to determine programs and services.

**METHODS:**

- Assess the needs of targeted neighborhoods to identify gaps in services.
- Collaborate with interested municipalities to develop comprehensive strategic plans designed to address identified needs.
- Fund projects designed to address identified needs.
- Replicate, as appropriate, programs that have demonstrated effectiveness.

2. Eligible Entities

New Jersey's Plan for the use of FFY 2012 and FFY 2013 CSBG funds is formulated on the expectation that not less than 90% of the funds allotted to the state under Section 674 must be made available to eligible entities as defined in Section 673(1), as amended. Actual distribution will depend upon Congressional appropriation of CSBG funds.

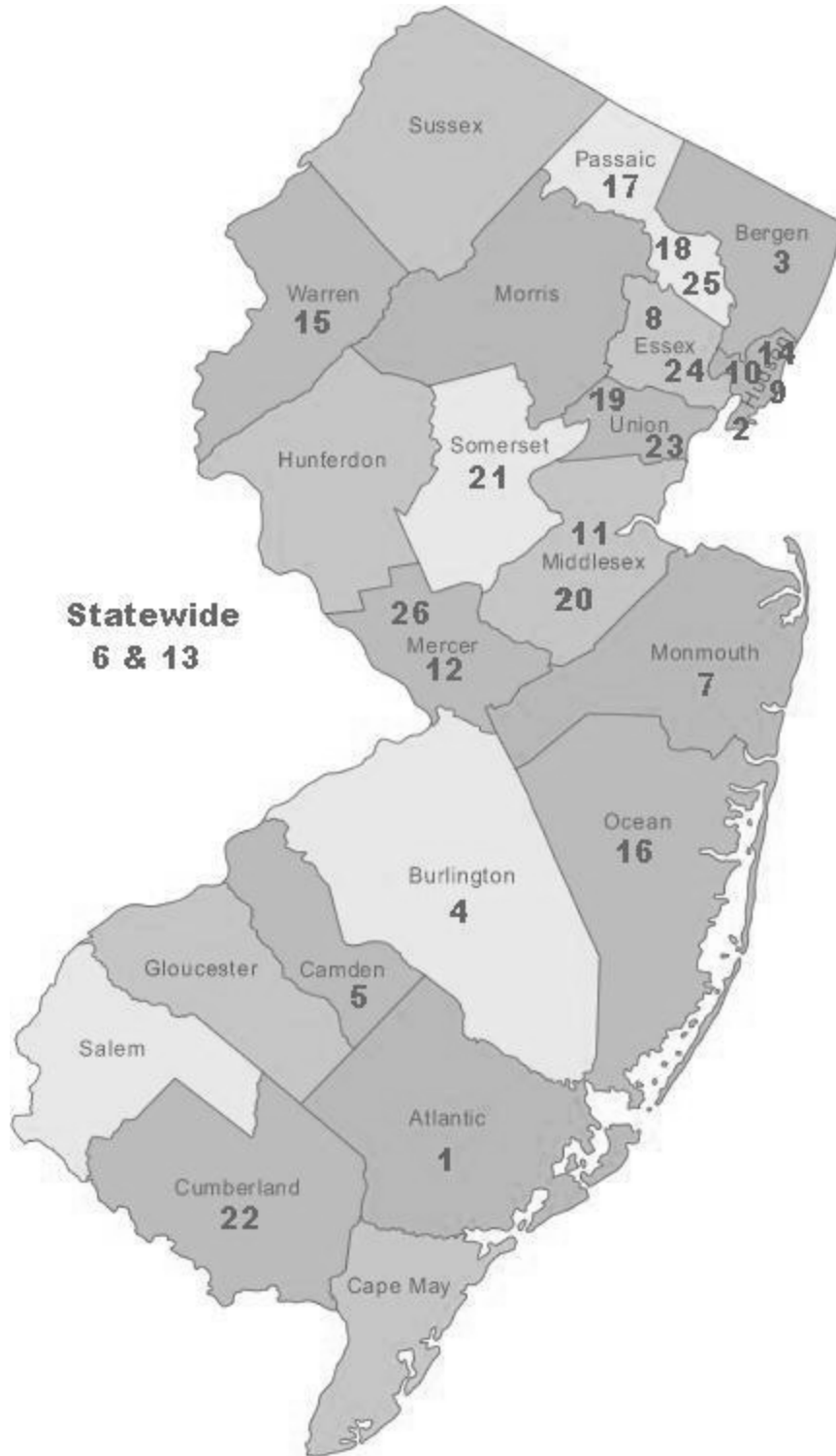
a. New Jersey CAAs & Limited Purpose Agencies (LPAs)

- |  |  |
|--|--|
| <p>1. Atlantic Human Resources, Inc. (AHR)<br/>One South New York Avenue<br/>Suite 303<br/>Atlantic City, NJ 08401</p>         | <p>4. Burlington County Community Action Program, Inc. (Burlington CAP)<br/>718 Route 130 South<br/>Burlington, NJ 08016<br/>Camden County</p> |
| <p>2. Bayonne Economic Opportunity Foundation, Inc. (BEOF)<br/>555 Kennedy Boulevard<br/>PO Box 1032<br/>Bayonne, NJ 07002</p> | <p>5. Council On Economic Opportunity, Inc. (Camden OEO)<br/>538 Broadway<br/>Camden, NJ 08103</p>   |
| <p>3. Bergen County Community Action Program, Inc. (Bergen CAP)<br/>241 Moore Street<br/>Hackensack, NJ 07601</p>              | <p>6. Comité de Apoyo a los (LPA) Trabajadores Agrícolas (CATA)<br/>4 South Delsea Drive<br/>P.O. Box 510<br/>Glassboro, NJ 08028</p>          |

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|---|---|
| <p>7. Check-Mate, Inc.<br/>910 Fourth Avenue<br/>Asbury Park, NJ 07712</p>  | <p>17. Passaic County<br/>Department of Human Services<br/>401 Grand Street<br/>Paterson, NJ 07505</p>  |
| <p>8. Essex County<br/>Department of Citizen Services<br/>Division of Community Action<br/>50 South Clinton Avenue 3<sup>rd</sup> Fl.<br/>East Orange, NJ 07018</p>                           | <p>18. Paterson Task Force for Community<br/>Action, Inc. (PTF)<br/>155 Ellison Street<br/>Paterson, NJ 07505</p>   |
| <p>9. Hoboken Organization Against<br/>Poverty &amp; Economic Stress, Inc. (HOPES)<br/>124 Grand Street<br/>Hoboken, NJ 07030</p>   | <p>19. Plainfield Action Services<br/>City Hall Annex<br/>510 Watchung Avenue<br/>Plainfield, NJ 07061</p>  |
| <p>10. City of Jersey City<br/>Division of Community Development<br/>30 Montgomery Street – Suite 404<br/>Jersey City, NJ 07302</p>   | <p>20. Puerto Rican Action Board (PRAB)<br/>90 Jersey Avenue<br/>PO Box 240<br/>New Brunswick, NJ 08903-0240</p>  |
| <p>11. Jewish Renaissance Foundation (JRF)<br/>149 Kearny Avenue<br/>Perth Amboy, NJ 08861</p>  | <p>21. Somerset Community Action<br/>Program, Inc. (SCAP)<br/>429 Lewis Street<br/>P.O. Box 189<br/>Somerset, NJ 08875-0189</p>                           |
| <p>12. Mercer County<br/>Division of Community Health<br/>and Senior Services<br/>Mc Dade Administration Building<br/>640 South Broad Street<br/>P.O. Box 8068<br/>Trenton, NJ 08650-8068</p> | <p>22. Tri - County Community Action Agency,<br/>Inc.<br/>110 Cohansey Street<br/>Bridgeton, NJ 08302</p>   |
| <p>13. New Jersey Association on<br/>Correction, Inc. (NJAC) (LPA)<br/>986 South Broad Street<br/>Trenton, NJ 08611</p>   | <p>23. Union County<br/>Department of Human Services<br/>Administration Building 4<sup>th</sup> Floor<br/>Elizabethtown Plaza<br/>Elizabeth, NJ 07207</p> |
| <p>14. North Hudson Community Action<br/>Corporation, Inc. (NHCAC)<br/>5301 Broadway<br/>West New York, NJ 07093</p>  | <p>24. United Community Corporation, Inc.<br/>(UCC)<br/>31 Fulton Street<br/>Newark, NJ 07102</p>   |
| <p>15. Northwest NJ Community Action<br/>Program, Inc. (NORWESCAP)<br/>350 Marshall Street<br/>Phillipsburg, NJ 08865</p>   | <p>25. United Passaic Organization, Inc. (UPO)<br/>41 Myrtle Street<br/>Passaic, NJ 07055</p>   |
| <p>16. Ocean Community Economic Action<br/>Now, Inc. (OCEAN, Inc.)<br/>40 Washington Street<br/>P.O. Box 1029<br/>Toms River, NJ 08753</p>  | <p>26. United Progress, Inc. (UPI)<br/>162 West State Street<br/>Trenton, NJ 08608</p>  |

b. Geographic areas served

The DCA currently contracts with twenty-four (24) CAAs and two (2) LPAs, as defined in Section 673(1) of P.L.97-35. Low-income persons throughout the state receive assistance through any one of the twenty-six eligible entities or the entities' delegate agency (ies)<sup>3</sup>.



<sup>3</sup> Refer to page 12 Geographical Service Areas

### 3. Distribution and Allocation of Funds

The Department received its full FFY'11 annual CSBG allocation from the federal government. New Jersey's FFY'11 CSBG award was \$18,511,902 an approximate decrease of 3% from FFY'10. The distribution figures listed below represent 90% of the CSBG funds available.

The following agencies received base funding as indicated:

<u>AGENCY</u>	<u>CSBG Funding</u>
AHR	\$ 816,030
BEOF	\$ 156,853
BERGEN CAP	\$1,011,063
BCCAP	\$ 454,430
CCCEO	\$1,183,246
CATA	\$ 84,359
CHECK-MATE	\$ 831,314
ESSEX COUNTY	\$ 992,159
HOPES	\$ 206,125
JERSEY CITY	\$ 940,516
JRF	\$ 528,415
MERCER COUNTY	\$ 253,539
NJAC	\$ 227,110
NHCAC	\$ 884,035
NORWESCAP	\$ 718,750
OCEAN, INC.	\$ 801,923
PASSAIC COUNTY	\$ 289,412
PTF	\$ 692,968
PLAINFIELD ACTION SERVICES	\$ 201,831
PRAB	\$ 537,517
SCAP	\$ 256,250
TRI-COUNTY CAP	\$ 952,151
UNION COUNTY	\$ 827,905
UCC	\$1,880,741
UPO	\$ 321,461
UPI	\$ 610,607
<b>Total</b>	<b>\$16,660,712</b>

#### **B. DESCRIPTION OF CRITERIA AND DISTRIBUTION FORMULA**

Beginning with CSBG funds provided to New Jersey under the FFY 2000 budget, allocations of the 90% of those funds mandated to go to "eligible entities" (i.e. CAAs) were determined by a revised and more appropriate formula. This revised formula reflects each agency's prior year funding level, its percentage of the State's low-income population, its success at leveraging other funds to support and expand the CSBG program, and its overall performance as a CAA. Under this revised formula, eligible entities are held harmless at a percentage of their base funding levels for the prior funding year.

The years that the national decennial census data are released and beginning with CSBG funds provided to New Jersey under the FFY 2012 budget, the balance of the award, after the 90% of those funds mandated to go to New Jersey eligible entities, will be determined by their geographic catchment area's percentage of the state's 125% poverty population.

In any years where less funding is appropriated than can provide funding at these levels the following will be applied:

- For geographically discrete eligible entities, reductions will be inversely proportional to each agency's percentage of New Jersey's 125% poverty population according to the most recent national decennial census, and will be further weighted by each agency's base funding level.
- For LPAs whose CSBG authorized geographic areas of service overlap with other eligible entities, reductions should be at the same percentage as is reflected in the statewide reduction.

In any years where more funding is appropriated than is needed to maintain the designated hold harmless level, funds in excess of those needed to maintain those levels will be applied as follows:

1. New Jersey's 125% Poverty Population:

50% of the additional funds will be allocated to certain New Jersey geographically discrete eligible entities in a continuing effort to bring their base CSBG funding in line with their geographic catchment area's percentage of the state's 125% poverty population according to the most recent national decennial census. Should sufficient funds to reach that objective ever be provided, this 50% category or any remaining portion thereof will be allocated to all of New Jersey's geographically eligible entities in proportion to their percentage of New Jersey's 125% poverty population according to the most recent national decennial census, as well as to all LPAs in proportion to their percentages of the prior year's statewide CSBG allocation.

2. Leveraging:

25% of the additional funds will be allocated to New Jersey eligible entities in relation to their success during the most recent fully reported contract year at leveraging other funds to further support and expand the CSBG program.

3. Performance:

25% of the additional funds will be allocated to New Jersey eligible entities in relation to their levels of performance during the most recently completed contract year.

A full explanation of how the above allocations of federal CSBG funds will be determined has been provided to each NJ eligible entity via state Information Memorandum No. 99-101. Any subsequent changes will similarly be disseminated.

## **C. DESCRIPTION OF DISTRIBUTION AND USE OF RESTRICTED FUNDS**

1. Allocation and Use of Funds

New Jersey will distribute at least ninety percent (90%) of the funds allocated to the state to eligible entities as defined in Section 675(1).

Funds awarded to eligible entities pursuant to this plan must be utilized to ensure compliance with Section 675C of the Community Services Block Grant Act. A contract between the DCA and each grantee will govern the individual use of funds. The DCA may condition the agencies' receipt of CSBG funds on such terms as it

deems appropriate, as demonstrated in Section D of the Grant/Loan Agreement, provided the terms are consistent with the federal law governing the block grant. The DCA will require justification that the proportion of administrative funds is in appropriate relation to the amount of overall program and other administrative funds available.

## 2. Coordination and Integration of Programs

It is the Department's intent to:

- a. Provide information to eligible entities on recipients of funding for direct community services in order to better coordinate services with the local recipients of such funds.
- b. Encourage and facilitate active participation with Department administered state programs and initiatives through both monthly Issues coalition meetings and quarterly CAA Network conferences.
- c. Promote coordination between eligible entities and the private sector, as well as increase coordination between the DCA and other relevant departments of state government (i.e. Department of Human Services and the Department of Labor and Workforce Development).
- d. Ensure that each community action agency has an active tripartite board. In the case of a public organization receiving funds, such an organization must either establish (1) a board of which at least one-third of members are persons chosen in accordance with democratic selection procedures to represent the poor, or (2) use some other mechanism approved by the state to assure low-income citizen participation in the planning, administration and evaluation of projects.

## **D. DESCRIPTION OF DISTRIBUTION AND USE OF DISCRETIONARY FUNDS**

An amount not greater than 5% of the state's allocation will be reserved for state priorities and special initiatives as determined by the Commissioner of the DCA. The DCA anticipates priority initiatives including, but not necessarily limited to, the following:

1. Projects addressing state or Departmental priorities;
2. Capacity Building of CAA's (i.e. Board Training, Management Training, Case Management, Financial Management, Client Social Service Tracker (CSST) Software);
3. CAA Community Needs Assessment;
4. CAA Organizational Assessments;
5. Projects (local, regional or statewide) of a pilot or demonstration nature with strong potential for meaningful replication, if proven viable;
6. Provide support funds to CAAs in crisis, insofar as the Department can be assured of the continued viability of the CAA.

2010 Summary of CSBG Discretionary Special Initiatives Grants

<u>AGENCY</u>	<u>PROGRAM DESCRIPTION</u>	<u>AWARD</u>
NJ Alliance of Boys & Girls Clubs	For distribution to affiliates of the NJ Boys & Girls Clubs Alliance statewide to support programs and services for low-income, at-risk youth.	\$100,000
Lakewood Resource and Referral Center	To ensure Ocean County low-income individuals have access to quality health care services. Funding went to the Center's CHEMED Health Center in Lakewood, NJ.	\$ 40,000
City of Jersey City	To enable the continuation of the Jersey City's Maintenance Program which employs formerly incarcerated persons.	\$310,000
Isles, Inc.	To manage Individual Development Accounts earmarked for business development in the City of Trenton.	\$ 10,000
<b>TOTAL</b>		<b>\$460,000</b>

**E. DESCRIPTION OF USE OF ADMINISTRATIVE FUNDS**

An amount not greater than 5% of the state's allocation will be reserved to defray the state's expenses to administer the Block Grant.

The following is a breakdown of the state's administrative expenses for FFY 2011 CSBG allocation.

**FFY 2011 Award - \$18,511,902                      5% Administrative Funds - \$925,595**

Salaries	\$560,000
Fringes (35.15%)	\$201,880
Indirect Cost (10.20%)	<u>\$ 57,120</u>
	<b>\$819,000</b>

Non – Personnel (Travel, Training, Equipment, Subscription, Consumable Supplies, Printing, Postage, Telephone)	<u>\$106,595</u>
	<b>\$929,595</b>

**F. STATE COMMUNITY SERVICES PROGRAM IMPLEMENTATION**

1. Program Overview

The New Jersey CSBG Program awards annual CAA contracts consistent with the authorized 24-month federal award period. The DCA will distribute the FFY 2012-2013 CSBG Requests for Proposals to all eligible organizations in July 2011 with a October 3, 2011 due date for submittal of applications. Applications will be submitted on the Department of Community Affairs (DCA) State Access to Grants Electronically (SAGE) system. Applications will be reviewed by the DCA in the order in which they are submitted. Every attempt will be made to provide assistance to applicants having difficulty completing and submitting the application. Notice of grant awards will be made as completed applications are reviewed and approved for funding.

a. The Service Delivery System

All eligible agencies are required to submit an application on the DCA electronic grants system. Applicants are required to submit such fundamental information as a description of the agency's service area, demographic information, a description of the causes of poverty in the area, a current assessment of the needs of the population to be served, quantifiable goals and objectives, a description of programs to be operated, a list of members of their Boards of Directors and the sectors represented, and proposed budget.

In addition, applicants are required to project the number of clients to be served by each program, and a listing of all other sources of funds, amounts, and purposes of grants received. Applicants must submit work plans on a standardized Logic Model format (see Attachment C) which includes the correlating ROMA goal, service activity to be funded, number of outcomes, methodology of how service is to be provided, and measurements to determine program success. The following page lists the types of programming that can be undertaken by eligible entities.

**NEW JERSEY STANDARD CSBG FFY' 2012 - 2013 LOGIC MODELS (ROMA COMPLIANT)**

Affordable Housing [Family Goal]	Housing Rehabilitation [Community Goal]
Alcohol - Substance Abuse	Independent Living Support Services
Case Management for Emergent Needs	Individual Development Account
Case Management Towards Self-Sufficiency	Information & Referral – (Includes 211Help Line)
Child Care Food Program	Parent Development
Community Decision-Making	Partnerships
Community Quality of Life	Post-TANF Information & Referral
Community Services' Improvement	Resource Capacity Building [Agency Goal]
Day Care	School Readiness/Child Development
Education and Training	Supplementary Food & Gift Distribution
Emergency Shelter	Tenant Advocacy
Employment Readiness	VITA (Volunteer Income Tax Assistance)
Energy Assistance	Volunteer Service to Community Action
Family Loan	Weatherization
Financial Literacy	WIC
First Time Homebuyer Education	Youth After-School/Summer Programs
Counseling	Youth At-Risk
Food Bank	Youth At-Risk Transitional Housing
Food Pantry	Customized Indicator
Homelessness Prevention	Customized Indicator Instructions
Housing Counseling	

Geographical Service Areas<sup>4</sup>

**AGENCY**

1. ATLANTIC HUMAN RESOURCES (AHR)
2. BAYONE ECONOMIC OPPORTUNITY FOUNDATION (BEOF)
3. BERGEN COUNTY CAP
4. BURLINGTON COUNTY CAP
5. CAMDEN OEO

**AREA SERVED**

- Atlantic & Cape May Counties  
City of Bayonne (Hudson Co.)
- Bergen County  
Burlington County  
Camden County

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<sup>4</sup> Refer to map on page 6

6. CATA (FARM WORKERS)	Statewide
7. CHECK-MATE	Monmouth County
8. ESSEX CO.	Essex County (ex. City of Newark)
9. HOBOKEN ORGANIZATION AGAINST POVERTY and ECONOMIC STRESS (HOPES)	City of Hoboken (Hudson Co.)
10. JERSEY CITY	City of Jersey City (Hudson Co.)
11. JEWISH RENAISSANCE FOUNDATION	Middlesex County - East
12. MERCER CO.	Mercer County (ex. City of Trenton)
13. NJ ASSOCIATION ON CORRECTIONS	Statewide
14. NORTH HUDSON CAC	Hudson County (ex. cities of Bayonne, Hoboken & Jersey City)
15. NORTHWEST NJ COMMUNITY ACTION PROGRAM (NORWESCAP)	Hunterdon, Morris, Sussex & Warren Counties
16. OCEAN, INC.	Ocean County
17. PASSAIC CO.	Passaic County (ex. cities of Passaic & Paterson)
18. PATERSON TASK FORCE (PTF)	City of Paterson (Passaic Co.)
19. PLAINFIELD ACTION SERVICES	City of Plainfield (Union Co.)
20. Puerto Rican Action Board	Middlesex County - West
21. SOMERSET CAP (SCAP)	Somerset County
22. TRI-COUNTY CAP	Cumberland, Gloucester & Salem Counties
23. UNION CO.	Union County (ex. City of Plainfield)
24. UNITED COMMUNITY CORPORATION (UCC)	City of Newark (Essex County)
25. UNITED PASSAIC ORGANIZATION (UPO)	City of Passaic (Passaic County)
26. UNITED PROGRESS, INC. (UPI)	City of Trenton (Mercer County)

b. Linkages

A network of New Jersey Community Action Agencies coordinates and establishes linkages between governmental and other social services programs to ensure the effective delivery of such services to low-income individuals and to avoid duplication of such services.

c. Coordination with Other Public and Private Resources

It is the intent of the state to promote community based planning and encourages the use of entities in the private sector of the community in efforts to ameliorate poverty in the community. Low-income persons in New Jersey's twenty-one (21) counties are currently served by twenty-six (26) community based agencies. Given our diversified population and needs, it is in the best interest of the state to permit program diversity provided that local priorities are consistent with the intent and requirements of the CSBG Act.

The state encourages its designated agencies to coordinate their planning and service delivery with each county's Human Services Advisory Council (HSAC) planning process. Such coordination would insure that local resources are used effectively to address the most pressing needs of low-income people. Priorities from previous years' HSAC assessments include, but not limited to, education, job training, economic development, health care, child care, all of which address the causes of poverty. The Community Action network have held local and regional symposiums on poverty to better identify local needs to ensure maximum feasible participation in determining services and programs to benefit the low-income residents of the state.

The state will also coordinate employment and training activities with entities providing

activities through statewide and local workfare investment systems under the Workforce Investment Act of 1998.

d. Innovative Community and Neighborhood-based Initiatives

The state requires that local agencies identified as eligible for funding provide a range of services and activities having a measurable and potentially major impact on the causes of poverty in the areas to be served through the implementation of innovative programs. Additionally, the state will invite relevant representatives from the public, private, and local sectors to meetings held between the Department and the Community Action Agencies to address possible linkages for the better administration of CSBG services.

2. Community Needs Assessment

In accordance with P. L. 103-252, Human Services Amendments of 1994, Section 675(c)(13), states are required to secure from each eligible entity as a condition to its receipt of funding under the CSBG Act, a community action plan which includes: (1) a community needs assessment; (2) a description of the service delivery system targeted to low-income individuals and families in the service area; (3) a description of how linkages will be developed to fill identified gaps in services through information, referral, case management, and follow up ; (4) a description of how funding under the Act will be coordinated with other public and private resources; and (5) a description of outcome measures to be used to monitor success in promoting self-sufficiency, family stability and community revitalization. In keeping with this statutory requirement, a separate Community Action Plan is required, and will be reviewed in a comprehensive state monitoring visit.

The DCA requires that the CAAs complement existing needs assessments with targeted needs assessments for their target population.

3. Tripartite Boards

In the application for funding, agencies eligible for CSBG funds are required to document board representation that is set forth in Section 676B of the CSBG Act. Board composition and meetings will further be reviewed during periodic monitoring by the state during the period of the award. Eligible entities are required to maintain a file of Board meeting minutes for the state to review during on-site monitoring visits by state staff.

4. State Charity Tax Program (Not Applicable)

5. Programmatic Assurances

In administering the requirements of the Community Services Block Grant, the DCA agrees to the below listed assurances which appear in Section 676 of the Act.

a. Assurance '676(b)(1)

Funds made available through this grant or allotment will be used:

- (1) To support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under Part A of Title IV of the Social Security Act (42 U.S.C. 601 et seq.), homeless families and individuals, migrant or seasonal farm workers, and elderly low-income individuals and families to enable the families and individuals to:

- (i) remove obstacles and solve problems that block the achievement of self-sufficiency (including self-sufficiency for families and individuals who are attempting to transition off a state program carried out under Part A of Title IV of the Social Security Act);
  - (ii) secure and retain meaningful employment;
  - (iii) attain an adequate education, with particular attention toward improving literacy skills of low-income families in the communities involved, which may include carrying out family literacy initiatives;
  - (iv) make better use of available income;
  - (v) obtain and maintain adequate housing and a suitable living environment;
  - (vi) obtain emergency assistance through loans, grants, or other means to meet immediate and urgent family and individual needs; and
  - (vii) achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to document best practices based on successful grassroots intervention in urban areas, to develop methodologies for widespread replication; and strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts;
- (2) Several CAAs administer youth programs that give priority to the prevention of youth problems and crime, and for collaboration with the community in meeting the needs of today's youth. Some examples of these activities are illustrated as follows:

**Puerto Rican Action Board (PRAB)** – Artist Mentoring Against Racism Drugs and Violence, a 5 week summer component of the youth program that targeted youths between the ages of 10 to 16. The summer program used the arts (photography, dancing, theater, visual art) as a vehicle of education to address topics such as conflict resolution, alcohol and drug prevention, team building, health promotion and education. The exposure to all these skills support the youths to be engage in school and avoid detrimental risky behaviors.

PRAB partnered with Robert Wood Johnson University Hospital who collaborated in the planning and development of the program as well as with the provision of health related workshops to participants. PRAB also partnered with Rutgers University who conducted the evaluation of the program outcomes.

A total of 70 participants were enrolled in the summer program and completed successfully the five-week summer camp. The latest evaluation of the summer camp revealed that the summer camp had the most impact in the areas of self-esteem, getting along with others, cultural pride, team work, art appreciation, and hopefulness for the future.

CSBG funds were utilized for salary and fringe costs of the youth services director as well as space and equipment costs. Additionally, CSBG funds funded program trips and small stipends paid to participants.

**NORWESCAP** - Phillipsburg Neighborhood Crime Prevention Intervention in the second year of what is expected to be a two to three year project deals exclusively with the Town of Phillipsburg. The concept of the project is based on national and state crime prevention intervention strategies that include Safe Neighborhood Strategies and Anti-Crime Prevention models.

The NORWESCAP Phillipsburg Neighborhood Crime Prevention Intervention model was created to integrate community partnerships with the Phillipsburg Police Department. The Town of Phillipsburg is located in Warren County and was plagued with high crime rates and the inability for the police department to connect with residents. Crime was not being reported by residents due to fear of retaliation and the inability to trust the police department to resolve crime issues. Through the implementation of a steering committee and monthly activities geared toward education and prevention collaboration between the police and residents, community groups and other law enforcement agencies, a systematic approach to resolve crime issues and mobilize other resources, has been established.

The Neighborhood Crime Prevention Intervention Steering Committee also hosted monthly meetings aimed at increasing police-resident involvement, increasing resident interest in government issues, and increasing knowledge around crime issues. The following topics were highlighted as the most popular seminars provided for residents:

- Police Responses to Resident Concerns
- Coordinating drug arrests (Warren County Task Force)
- Block Watch Development and Training
- Identity Theft (NJ State Police)
- Internet Safety and Child Safety on the Internet (Certified Instructor Missing and Exploited Children)
- Drug Activity in Your Neighborhood (Warren County Prosecutor's Office)
- Know Your Government (How to become involved with municipal government-former Councilperson)
- At Risk Teens & Drug Court (Juvenile Justice Commission)
- Be Safe in Your Neighborhood (Personal Safety Skills Building Certified Instructor)
- How to Be a Good Witness (Phillipsburg Police Department)

This grant funding also provided the Phillipsburg Police Department an opportunity to resolve crime and quality of life issues through the utilization of intelligence led policing. One example of the resolution of a trouble "hot spot" was a local boarding house. The boarding house was in compliance with local licensing, but several residents living at the boarding house would complain to NORWESCAP that they did not want to stay there because of the available drug supply. The owners of the boarding house when contacted were very interested in resolving this issue and fully cooperated with the police department. Several sweeps occurred and it became known that neither the owners nor the police department would tolerate any type of drug possession or sale on or near the property.

This funding also created many opportunities for residents and police officers to interact. A series of "Community Clean-Up" days were held throughout the year. Over 100 residents and volunteers participated throughout the year and worked side by side with police officers to improve the neighborhood. These activities allowed residents to get to know the police officers that patrol their neighborhoods and interact in a positive manner. These relationship building exercises were critical to helping in the resolution of trust issues that had plagued the police department. Approximately 80 field contacts resulted from the "Community Clean-Up" days

providing critical information on crime issues.

Police officers also received training from NORWESCAP on a tailored program entitled, "Know the Community You Serve" and through this training police officers increased their awareness and understanding of people in poverty. In areas of high poverty, an understanding of poverty issues is critical for the police department to be more effective when interacting with residents. A second training on "Resources" was also presented to the police department to increase the knowledge the police department has of social service organizations and available resources. Since the police department interacts with residents that may be on the fringes and not participating with governmental or social service agencies, this training provided education on available resources. The result of this allowed the police department to connect more residents to needed and available services.

Neighborhood Block Watch programs were also implemented which created a more proactive response by the police department to address crime and neighborhood issues. Communication with the police department rose dramatically including email distribution lists for residents and a newly created Facebook page to inform residents of critical information in a timely manner.

NORWESCAP's approach was completely unique and innovative. Police departments typically do not truly engage themselves with other groups or with residents. This model allowed the Police Department to interact on a regular basis with residents to help establish trust. The intelligence led policing strategies and created an opportunity for the police department to develop and create programs that could impact crime. Systematic approaches to resolving communication issues with residents, interacting with residents on a regular basis, creating press releases and outreach to the media, all of these pieces helped to bring the police department to the community.

Also, the utilization of a steering committee comprised of residents, police officers and key city leaders was a unique approach of this project to bring groups together. This group helped to organize activities, sponsor monthly educational workshops, and created several weekend projects to improve neighborhoods.

A total of 450 at-risk low income youth participated in prevention and recreation activities.

A total of 54 karate classes were provided with the average attendance per week of 35 children.

A total of 12 educational seminars were provided in the community which resulted in increased education to residents on prevention activities, increased knowledge of personal safety precautions, increased knowledge of crime, and a general increase of personal safety.

A total of 4 tailored seminars for business owners were provided to help prevent inventory loss, create a safer environment for customers, and training for business owners and employees on steps to take if they do have a crime occurring in their business. Tips to recognize and identify suspects were provided along with practical exercises to educate business owners if they witness a crime. These applications assist law enforcement to prevent crime in small businesses that are a high risk for criminal activity. Increasing the collaboration with business owners and the police also helped to ensure accurate information is available to the police department in the event of a crime.

Finally, the many NCPI funded activities have shown residents that the Phillipsburg Police Department is an engaged partner and a viable resource that should be utilized for crime resolution. These activities which are building relationships in the community would not be possible without CSBG funding.

Phillipsburg Police Department- The entire police department was active in this project; however the Phillipsburg Police Community Policing Unit was key to the success of this project. Police officers attended monthly activities to familiarize residents with the Department to establish a relationships and interactions. This group also created new strategies for community policing which included walking "beats", attending community activities/fairs, hosting an annual meeting for the public to discuss issues specific to their neighborhood, and to work with others to be more visible in the community for prevention activities.

Phillipsburg Housing Authority- This group contributed to the project by providing space every month for meetings in their community room; by ensuring their over 400 residents were notified of activities, assistance in coordinating Town Clean-Up activities, and the use of equipment for community projects.

NJ Office of Attorney General- This office provided funding for Neighborhood Crime Prevention Intervention strategies, technical support for law enforcement, and the leadership to formulate police-community partnerships.

Other Community Based Organizations- Referrals for activities were provided by this group in addition to their involvement in activities. This group helped to identify at-risk individuals to become involved in prevention activities, and the participation in steering committee.

Warren County Prosecutor's Office- This office helped with the education of residents, support of crime prevention activities, and several key initiatives which help to prevent juvenile crime from occurring in the community.

Steering Committee- The Steering Committee included law enforcement, nonprofit, faith-based organizations, residents, and critical county departments. The Steering Committee supports activities throughout the year, organizes meetings, speakers, and volunteers.

- (3) Several CAAs effectively administer and coordinate programs with other programs. Some examples of these activities are illustrated as follows:

**PLAINFIELD ACTION SERVICES** – "Bootstrap Program" was designed to assist agency clients gain self-sufficiency through the provision of intense counseling, guidance and support services. Annually, their social worker identifies five clients for participation. The interaction between the social worker and the client was on-going for the entire calendar year.

The Bootstrap Program has been a community wide initiative whose goal has been to expand opportunities and support low income residents by providing a conduit to improve the quality of their lives and enable them to participate more fully in furthering their education and the economic mainstream. This program's innovative nature results in a more intense interaction than normal with a limited number of clients. The results can be easily tracked due to the constant monitoring of the client and case. It also enabled the social worker to delve deeper into the nature of the client's case and derive a plan to resolve any issues standing in the way of self-

sufficiency.

Based upon past year's performance, the goals for each client are somewhat consistent. Below is a list of the most common goals:

- Secure affordable, permanent housing
- Secure full-time employment
- Attend a vocational training program
- Locate quality affordable child care
- Secure health benefits

The program's successes are predicated upon the commitment of the client which has been outstanding. Additionally, the collaboration of the many partners of the program that are detailed below directly influence the success of this program.

Based upon the entitlement grant, the service area is the City of Plainfield. The intense nature of the program and the general day-to-day responsibilities of the Social Worker enabled five participants to participate in the program. One Hundred percent of the CSBG funds were used to fund the salaries for the Bootstrap Program staff. In 2010, the following outcomes were realized:

- Assisted 1 client locate new furniture
- Assisted 3 clients secure affordable housing
- Assisted 5 clients with emergency food
- Assisted 5 clients with job training
- Assisted 5 clients to secure health benefits

Through the direction of the Mayor and City Administration, PAS has undertaken a shared services type arrangement with the City's Office of Community Development. More specifically, the Director of the Office of Community Development (OCD) has assumed a dual role as the Director of both PAS and OCD and available services have been expanded accordingly.

The net result was an increase in available resources that can be utilized by our clients. In specific cases, CSBG clients can be referred to the CDBG staff for additional assistance. This additional assistance can be related to the provision of relocation assistance, services for seniors or youth, and mental health care or day care. Additionally, Plainfield Action Services partners with many local non-profits, including but not limited to, Starfish, [Jack and Jill of America, Inc.](#), [Greater Union County Chapter](#), Urban League, NJ Shares, Proceed, NJ Citizen Action, Catholic Charities, Westfield Holy Trinity, YMCA, Red Cross, and the YWCA, etc.

b. Assurance '676(b)(4)

All state CSBG funded eligible entities operate food pantries or make referrals to local food pantries in the service area. In addition, a number of CAAs provide congregate feeding programs, gleaning activities, operate regional food banks, so that nutritious food is made more available to the poor. Some examples of these activities are illustrated as follows:

**NORWESCAP** - CSBG funding was used in two main areas which include the purchase of food and the coordination of service delivery/personnel costs. The purchased food was supplied by a community food bank which prepared the food as part of a food training program for individuals that have been incarcerated. The ARRA CSBG funds were also used to coordinate this service among the community and with the food

provider. A full time coordinator was hired and was necessary to coordinate the program. Meals were picked up every week from the food provider and then delivered weekly to low income CSBG eligible families. These food deliveries provided two meals a week for eligible families ensuring that they also had access to other services. The coordinator also hosted an educational training/cooking event that provided several simple recipes that had been provided during the meals program. This hands-on training provided the individuals with the tools needed to do everything from shopping for these items to the step by step instruction of food preparation.

This project provided a significant improvement to the training area with our partner, the Community Food Bank of NJ. They have an intensive training program which assists unemployed individuals, particularly individuals that have been incarcerated.

The residents of the local public housing agency were also impacted through the meals and the educational programs which were provided around meal preparation. This created lasting changes in the community through increased education of nutrition.

Parents of Head Start were also impacted having increased access to nutritious food and an increase in their nutritional food intake. Surveys were provided which demonstrated the measurable impact creating increased cooking and shopping skills to low income residents.

The Phillipsburg Housing Authority provided space as an in-kind contribution; the Community Food Pantry provided the use of their facility and the supervision of meal creation by a licensed facility with trained chefs; Head Start and Family Resource staff helped to provide the transportation of meals to low income households that did not have access to nutritious food.

Hunger has been an ongoing issue identified in community assessments. Food pantries have indicated an inability to provide enough food and food products to individuals needing their services. In New Jersey state funding for food is very limited and with the growing need during the economic crisis what was a need in the community became an emergency in the community.

c. Assurance '676(b)(5)

The CAA network is required to submit their own individual strategy annually on how they will coordinate and establish linkages between governmental and other social service programs to assure effective delivery of services to the poor and to avoid duplication of services. Most of the CAA networks sit on their local HSAC, which serves to identify and coordinate services on a county level. In addition, CAAs are required to describe how partnerships and linkages are maintained in order to provide access to employment and job training programs. Some of the CAAs administer programs that provide actual job training and placement of TANF clients while others refer clients to job training and placement services.

New Jersey's Workforce Investment Boards (WIBs) were initially established in 1995 through Executive Order #36, well before they became mandatory under the Federal Workforce Investment Act (WIA) of 1998. There are 17 Workforce Investment Boards covering New Jersey's 21 counties and they have actively advocated for CAA inclusion in statewide Workforce Investment initiatives to provide comprehensive job training and placement along with extensive social service support for New Jersey residents, particularly the unemployed and underemployed. Eligible entities are encouraged to have an active relationship with the WIB, with the objective of linking

WIB employment activities with CAA programs. Some examples of these activities are illustrated as follows:

NHCAC and the Franciscan Community Development Center (the Center) have partnered the provision and coordination of immigration and other social services to a high needs, low income population. Most importantly, this collaboration is an on-going commitment that brings together both agencies services for the betterment of the community. Having begun by providing health care services to those served by the Center, NHCAC strengthened the relationship by bringing that Agency's Executive Director to our Board. Because of this involvement, she was willing to open to NHCAC the opportunity to acquire a new service site. In addition, in planning for that site both agencies became engaged in the cooperative provision of service centering on the needs of low income immigrants.

North Hudson Community Action Corporation (NHCAC) is the provider of transitional and emergency housing to area families. It also offers prevention assistance in the form of rent payments to prevent evictions. The portion of these services funded by the Department of Housing and Urban Development (HUD) is part of the programs covered by the Jersey City/ Hudson County Continuum of Care. As an active member of the continuum, NHCAC proposed the provision of housing for homeless veterans, who increasingly comprise the homeless population seen. Through the continuum's review process, NHCAC received support for this program, which will operate in conjunction with the West New York Housing Authority. This program will make available 18 units of low cost housing to homeless veterans in a program called "Homes for Heroes." This program will begin in 2011. This housing opens not only apartments to the highly vulnerable population but accompanies that service with comprehensive health care and other social services according to individualized client plans.

NHCAC's senior citizen program is Project SHAPE (Social and Health Assistance program for the Elderly). In the period covered by this report it served 2,960 clients with such assistance as care management, benefit screenings, information and assistance, emergency services, and help accessing insurance programs. It is the region's New Jersey Ease (Easy Access Single Entry) single point of contact offering information and assistance to all who call or visit. The New Jersey Ease comprehensive assessment is used to evaluate all clients. Project Shape provides care management for clients needing long and short term home health care. The program initially provides care management to all clients and arranges homemaker services from Metropolitan and housekeeping assistance from the Visiting Homemaker Service. These are short term care arrangements. Project SHAPE begins the long term process through either JACC (Jersey Assistance for Community Care) or GO (Global Options), which can last for the client's lifetime. JACC serves moderate income people and GO serves low income. Transfer to long term care takes 6 to 8 months during which time Project SHAPE provides the care management and all other services. It continues care management indefinitely for JACC clients. Assistance accessing medical insurance and prescription assistance plans includes applications to PAAD (New Jersey's prescription coverage) and Medicare D. The program also helps with any requests for information or renewal applications.

**O.C.E.A.N., Inc.** –Kids Child Development Center at Ocean County College serves a dual role. The center provides early education to the students enrolled at Ocean County College, faculty of the college and pre-school and school aged children within the community. The center also provides Child Care and Head Start services to income eligible children. The Kids Child Development Center is an exemplary setting for early childhood education because it provides a Child Observation and Assessment Room for Ocean County College students and professional educators. The center includes

eight (8) pre-school classrooms including: six 3-5 yr. classrooms, one toddler classroom and one infant classroom. Each classroom has an art/music area, computer area, science corner, classroom library, family welcoming area, free play area/block corner and a writing area for the students. In addition, the Center has a lobby, administrative offices, parent rooms, staff rooms, a reception area and an Information Technology room. The most important role is the contribution the Child Observation & Assessment Room has on the larger community. To remain a vital part of a professional community, the program provides in-service training for pre-school staff and teacher preparation for prospective early childhood educators. The center hosts observers from other Ocean County schools and colleges. This outreach assists staff to become skilled presenters and also makes good use of the center's excellent facilities for early childhood program observation.

The increase of children requiring affordable childcare continues to be on the rise in Ocean County. Under the 2006 Child Care Plan conducted by the Ocean County Human Services Advisory Council (HSAC) the issue of lack of affordable childcare was determined by parents finding there is still insufficient affordable child care in Ocean County. Consistent and quality affordable child care in Ocean County is one service the communities, (municipalities) need, require and deserve. A decrease in funding and increasing costs present a large problem in child care. As of 2008, Ocean County has limited state registered family child care homes and child care centers that accept infants and a marginal amount that accepts toddlers and school aged children. During a recent survey/evaluation conducted by O.C.E.A.N., Inc., childcare was listed as the 3rd highest community concern for the disadvantaged families in Ocean County. In addition, students and staff at Ocean County College have found that the services offered at surrounding child care facilities do not meet their academic schedules in order to achieve higher education. A large percentage of these students are in need of affordable and reliable child care on campus in order to achieve higher educational goals. Data was collected by Ocean County College Senior staff and the Financial Aid office. The data collected shows an increased number of income eligible students whose children are eligible and require the services offered at the O.C.E.A.N., Inc. Kids Child Development Center at Ocean County College.

The center serves one-hundred twenty, (120) enrolled children including a broad range of ethnic and cultural backgrounds. Parent groups include families representing diverse races, ethnic groups and socioeconomic and educational levels. Children from O.C.E.A.N., Inc. Head Start attend the program along with the children of students and college support staff. The teachers at the new Child Development Center provide the best program for every child. O.C.E.A.N., Inc. Kids/Head Start employs bilingual staff to ensure that language is not a barrier to accessing services. The program serves men and women re-entering college who are trying to balance home, school and in some cases work in order to complete higher education. The program reaches families with children who are income eligible for the Head Start Program. Students who are receiving Education Opportunity Funds (EOF) are eligible for the program. Their children are referred to O.C.E.A.N., Inc. by the Ocean County College Administration Office based on financial aid statistics and verification. The O.C.E.A.N., Inc. Kids Child Development Center has the flexibility of slot availability to work in concert with student schedules. The child care component is conclusive to the success of all these candidates.

d. Assurance '676(b)(6)

Most of the State's eligible entities receive Weatherization and Low Income Heating Assistance Program (LIHEAP) funds to provide home energy assistance to low-income residents.

**O.C.E.A.N., Inc.** – Through funding by DCA, O.C.E.A.N., Inc. worked with New Jersey Community Action and other Community Action Agencies on a Statewide Media Campaign (Comcast Net Commercial) for the Weatherization Program. The 2010 project, (Comcast Net Commercial) provided outreach to income-eligible residents in all New Jersey Counties. After viewing the 30-second commercial, residents used a call-in line maintained in Trenton to inquire about services. Via the commercial, viewers obtained Statewide Weatherization information via a web-linked [Weatherization Spotlight Site](#) that navigated the interested clients to their particular county for additional information. The web site also provided clients additional information about the Weatherization Services available to them.

e. Assurance '676(b)(9)

Each CSBG funded entity is required to report annually the linkages and partnerships established with other social service providers in rendering services to low-income people in their target area. All of the state's eligible entities have established partnerships which are described in their annual applications for funding. Some examples of these activities are illustrated as follows:

**Jersey City** – The City of Jersey City's Division of Community Development conducted a citywide needs assessment to get feedback from the non-profit community about social service needs. Through the annual request for proposals (RFPs), the City of Jersey City determined which agencies addressed the concerns presented by the residents. CSBG funds were then allocated to those agencies to covers costs ranging from administrative costs to direct costs (i.e., educational programs, supplies, etc.). The City of Jersey City subcontracted with local non-profits agencies throughout Jersey City to address the needs identified in the City's survey. Under the CSBG program, the following is a list of some of the outcomes that were achieved:

Big Brothers Big Sisters – 32 young people aged 5-17 from Jersey City in one-to-one mentoring relationships for one year. The mentors would meet with their mentees for a minimum of 4 hrs. a month for the full year and developed positive relationships.

Boys and Girls Club – A total of 94 youth were enrolled and completed the program successfully with great results and knowledge of healthy habits. In addition, they received healthy, nutritious meals to alleviate hunger.

Building an Empire completed referrals to other agencies, placements and favorable results, and documentation as outcome indicators. 63 clients were placed in full time employment, 74 employment opportunities/interviews were provided, 27 employment readiness activities which led to the completion of 22 resumes, individual counseling and client follow-up for 784 new clients were provided but only 206 of those clients were seeking employment when they came to our agency for assistance in FY 2010.

Dress for Success (Suits for Success) used CSBG funds to suit 438 clients, of which 157 were General Assistant Clients. These clients also had access to other programs we offer, such as our career center and professional women's group.

Educational Arts Team used a series of student and teacher surveys to capture pro-social attitudes and lifestyle indicators and also reviewed student achievement on state of New Jersey standardized tests. In a study of over 2000 participants, writing and oral presentation skills workshops improved on state of New Jersey standardized language arts test scores 36.6% over a two-year period for 9 and 10 year olds in Jersey City. In another project with 10 to 12 year olds 90% of over 550 treatment students

passed the New Jersey language arts standardized tests in contrast to 70% of the 550 control group with whom we did not work at all; while 17% of the treatment group scored advanced proficient to only 2% of the control group.

Activities of the Jersey City Youth Squad, a program of the Fairmount Housing Corporation, are geared specifically to enable area youth to acquire knowledge and apply it to neighborhood revitalization. This year thirty members of the JC Youth Squad participated in activities that covered themes such as drug awareness, workforce development, and community service.

Grace Van Vorst Community Services provided healthy, nutritious meals to 381 homeless and/or low-income persons through their Breakfast Plus program.

Grace Senior Center for Healthy Living provided 215 vulnerable seniors with a healthy, supportive environment. Lunch, snacks, classes, leisure skills, health workshops, special events and trips were offered.

Hogar Crea provided inpatient substance abuse treatment to 17 males.

Hudson Community Enterprises provided employment opportunities to approximately 20 persons with disabilities residing in Jersey City.

Jersey City Episcopal Community Development Corporation developed the Hudson CASA Recovery Support Project in response to the needs of high-risk, substance using consumers. 100 consumers were provided with assessment and linkage to necessary programs and services, participated in Prevention Education/Harm Reduction Workshops, 24 consumers accessed HIV testing and 47 participated in general health screenings and/or linkage to health maintenance services.

Let's Celebrate served 1,963 individuals and families. In addition to free food services, through our supportive service component we were able to connect individuals with shelter, clothing, vision care and income assistance to decrease their barriers to self-reliance.

Pathways Social Action Corporation provided tutoring, homework assistance, computer literacy, socialization, mentoring and evening meals to 165 local youth.

Jersey City Tenant Affairs Board Summer Program was geared toward youth between the ages of 5-17, providing a safe haven from the chaos of gangs, violence and drugs. The funds from the CSBG grant were used to provide wholesome activities during the summer months. We had about 400 youth participants from the JCHA Public & Affordable housing sites that went on bus trips, picnics, and parties. The Senior Program was geared toward senior citizens, providing recreational activities and supportive services to improve their quality of life. We had close to 500 senior participants from the JCHA Public Housing sites who went on various trips, picnics, and parties.

WomenRising's Strong Foundations Program creatively and comprehensively addresses the problem of unemployment for adult women of Hudson County by providing instructional services, actual work experience, and guidance counseling to build both soft and marketable skills, good work habits, job retention skills, and self-esteem. This year, 34 women completed all program components of Strong Foundations (i.e., 4 more than our target of 30 women).

Many local partners are involved in ensuring the strength of our program. The children primarily come from the Jersey City Public School District. The District has been a strong

partner by recruiting both children and volunteers for the program. PS 16 has been particularly helpful in identifying children for services. Many of the corporations in downtown Jersey City have been instrumental in providing mentors for the program, including Goldman Sachs, Broadridge and J.P. Morgan Chase. Employees from these companies are among those that serve as volunteer mentors for youth. Additionally, we have strong partnerships with local law enforcement through the Police Athletic League and the G.R.E.A.T Program in Jersey City, a gang awareness program organized by police officers. Many of our current volunteers are police officers and firefighters in the City and have helped us recruit their co-workers. Finally, we are in the midst of strengthening a partnership with the Kappa Alpha Phi alumni group in Jersey City. We are proud to be piloting this national Big Brothers Big Sisters partnership here in NJ. The president of our local chapter has signed up to be a Big Brother and is working to sign up every one of his members in the program.

**O.C.E.A.N., Inc.** – O.C.E.A.N., Inc. continued to provide Project Healthy Smiles, O.C.E.A.N., Inc.'s Dental Initiative for Preschool-Age Children. The need for dental services for this population continues to be a persistent problem in Ocean County. It is the only program of its kind in the county serving the 0-5 year old population and combining treatment with prevention education for this age group and their parents. Project Healthy Smiles provides access to dental services for low-income children who do not have adequate dental coverage through an insurance plan. In 2010, six-hundred, (600) children in the Head Start program throughout Ocean County were able to receive dental screening and treatments that included cleanings, sealants to protect teeth, fillings for cavities, and in the most severe cases, multiple extractions and restorative work.

Noticing a growing need and as part of a strategy, O.C.E.A.N., Inc. formed the Ocean County Children's Dental Health Consortium consisting of multiple partners including the Richard Stockton College of New Jersey, Ocean County Health Department, Ocean County Human Services, Ocean Partnership for Children, Ocean Health Initiatives and Community Medical Center - St. Barnabas. The Consortium met for two (2) years during which time identified increasing evidence of oral disease among children entering preschools throughout Ocean County, New Jersey. Utilizing the results compiled during early planning stages and information provided in a Literature Review completed by The Richard Stockton College of New Jersey, it was clear that the most critical needs of children ages 0-5 from disadvantaged families is adequate access to pediatric dental care services and the funding required for these families. As a solution, the Consortium will identify a major funding source and apply for future funding to meet the dental needs of a large population of pre-school children from disadvantaged families throughout Ocean County.

## **G. FISCAL CONTROLS AND MONITORING**

### **1. State Program Monitoring**

On-site visits are conducted by DCA program representatives on a regular basis to ensure that contractual obligations are being fulfilled, programmatic goals are being achieved, and that services are being provided in a timely, efficient, and effective manner. Program representatives are responsible for identifying potential and actual problems, and aiding agencies in implementing corrective actions. If deficiencies are identified, a corrective action plan must be developed giving the agency time for remediation. Since 2008, at a minimum, one-third of all Community Action Agencies receive a full on-site review annually.

- a. DCA program representatives ensure that all compliance requirements are addressed

by the local agencies utilizing a standardized Field Monitoring Report. All monitoring reviews and reports are standardized and consistent. DCA program representatives are responsible for providing or arranging for training and technical assistance to local agencies in areas of program planning, management, board responsibilities, duties and procedures.

A Fiscal Report and Logic Models are filed by every agency on a quarterly basis. This report is due no later than 30 days after completion of the quarter. In order to receive reimbursement for expenses, the fiscal report must be accompanied by a signed invoice for payment. All agencies are also contractually required to submit Logic Models on their activities.

An auditing firm currently under contract with the State of New Jersey provides fiscal and program monitoring of CSBG grantees. An entrance conference is conducted prior to the monitoring. After each monitoring visit the firm produces a completed monitoring instrument, a summary report highlighting all findings and conducts exit conference with the Executive Director or his/her designee.

- b. Presently, each of New Jersey's twenty-one counties are served by one or more CAA or LPA to ensure that low-income persons throughout the state receive assistance through any one of the twenty-six eligible entities or the entities' delegate agency(ies). Should there be a need for a newly designated entity the state will comply with the requirements under Section 676(A) of the Act.
- c. The agencies must ensure compliance with applicable federal and state requirements and that the performance goals and objectives are being achieved in accordance with the Agreement. The agencies must continually monitor the performance of the CSBG supported activities to ensure that time schedules are being met, projected outcome units by time periods are being accomplished, and other performance goals and objectives are being achieved in accordance with the activities delineated.
- d. The agencies shall inform the Department in writing of the following types of conditions that may affect project objectives and performance as soon as they become known:
  - (1) Problems, delays, or adverse conditions which will materially affect the ability to attain project objectives, prevent the meeting of time schedules and goals, or preclude the attainment of project work units by established time periods. This disclosure shall be accompanied by a statement of the action taken, or contemplated, and any Department assistance needed to resolve the situation.
  - (2) Favorable developments or events that enable the time schedules and goals to be met sooner than anticipated or at less cost or to produce more work units than originally projected.

The Department may, at its discretion, make site visits to:

- (3) Review project accomplishments and management control systems;
  - (4) Provide such technical assistance as may be required; and
  - (5) Perform fiscal reviews to ensure that funds are being properly expended and in a timely manner.
- e. Eligible Entities and Date of Audit

Agency Name	Last Audit Received	Agency Name	Last Audit Received
AHR	July 12, 2010	PRAB	October 1, 2010
BEOF	September 21, 2010	PTF	July 28, 2010
Bergen CAP	November 30, 2010	SCAP	March 17, 2010
Burlington CAP	February 4, 2011	Tri-County	January 13, 2011
Camden OEO	November 16, 2010	UCC	September 29, 2010
CATA	August 2, 2010	UPO	November 8, 2010
Check-Mate	October 15, 2010	UPI	September 9, 2010
HOPES	February 3, 2011	County of Essex	July 26, 2010
JRF	October 28, 2010	Jersey City	March 20, 2011
NJ Association on Corrections	December 21, 2010	County of Mercer	October 12, 2010
North Hudson CAC	January 4, 2011	County of Passaic	November 8, 2010
NORWESCAP	March 8,, 2010	Plainfield City	February 17, 2010
OCEAN, Inc.	July 26, 2010	Union County	December 21, 2010

## 2. Corrective Action, Termination and Reduction of Funding

DCA may suspend funding to a grantee when a monitoring, evaluation or independent audit report indicates noncompliance with an established policy, approved program, contract requirement, accounting procedure or fiscal control requirement. If problems identified are not corrected, DCA may terminate its contract with the local agency and reallocate the remaining funds to another eligible grantee. Action to reduce or terminate funding will not be taken until communication with the Governing Board fails to produce corrective action acceptable to DCA. DCA will consider the record, as well as past performance of the local agency, before reaching any determination. All reductions and terminations of funding for cause will be carried out in compliance with the provision of the 1991 New Jersey Community Action Agency Act and Section 678C of the Community Services Block Grant Act.

For the purpose of making a determination with respect to termination or a reduction below the proportional share of funding agencies received in the previous fiscal year, the term "cause" includes:

- a. A statewide redistribution of funds under CSBG to respond to:
  - The results of the most recently available census or other appropriate data;
  - The establishment of a new eligible entity;
  - Severe economic dislocation; and
- b. Non-compliance with corrective measures to bring any agency or organization into compliance with the terms of its agreement to provide services under the CSBG Act. An agency's funds will only be withheld in the event that a corrective action plan's requirements for compliance are not accomplished within a time limit specified by the DCA.

An aggrieved Community Action Agency shall be entitled to an administrative hearing in accordance with the "Administrative Procedure Act," P.L.1968, c 410 (C.52:14B-1 et seq.), and the Uniform Administrative Procedure Rules, N.J.A.C. In accordance with the "Administrative Procedure Act," the Commissioner or designee shall issue the final decision in all cases. The request for a hearing shall be filed with the Commissioner within 15 days of the receipt of the Department of Community Affairs's decision.

If requested by the Community Action Agency, the Commissioner's decision regarding the termination or reduction of funding shall be subject to the review of the Secretary of the U.S. Department of Health and Human Services, consistent with the CSBG Act.

### 3. Fiscal Controls, Audits, and Withholding

#### a. Assurance '676(b)(7)

The state will permit and actively cooperate with federal investigations and reviews undertaken in accordance with Section 678D(b)(3) of the CSBG Act.

#### b. Assurance '676(b)(8)

All reductions and terminations of funding for cause will be carried out in compliance with the provision of the 1991 New Jersey Community Action Agency Act and Section 678C of the Community Services Block Grant Act.

#### c. Assurance '676(b)(10)

Agencies eligible for CSBG funds are required to document board representation in their applications for funding. The state will make every effort to ensure that governmental agencies endeavor to constitute a board whose composition is consistent with that set forth in Section 676B of the CSBG Act.

## H. ACCOUNTABILITY AND REPORTING REQUIREMENTS

### 1. Results Oriented Management and Accountability - ROMA

The state requires submission of quarterly reports that provide for an accounting of both fiscal expenditures and programmatic outcome measures. The outcome units for each program are based on one or more of the six ROMA-defined National Goals and the 16 National Indicators for the CSBG program.

New Jersey developed 39 standardized Logic Models illustrating the six National Goals and 16 National Indicators. The state's eligible entities, who receive CSBG funds, must utilize these Logic Models. The Logic Models are required to be used in both the CAAs CSBG applications and reporting. The Logic Models not only track outcomes for all contracted services and programs but also the steps made towards those goals as benchmarks accomplished. These models have also been integrated directly into the Client Social Service Tracker (CSST), the automated information system used by New Jersey's CAA network. This allows the CAAs to document their clients' progress toward self-sufficiency and the impact of CAA services and activities by producing reports in the Logic Model format directly from their CSST database.

Each grantee is required to submit a quarterly Financial Status Report (FSR) unless more frequent reporting is a requirement. The DCA utilizes a grant tracking system known as the System for Administering Grants Electronically (SAGE). The FSR must be submitted via SAGE at least quarterly. These expenditure reports must be supported by a programmatic report, the Logic Models. A grant manager reviews and provides the initial approval for all FSRs. The Office Community Action administrator provides the second level approval for payments. The Division of Housing and Community Resources' fiscal office processes the payment. Final payment authorization is provided by the Department's fiscal office.

Annual 425 forms will be utilized to report expenditures to the US Department of HHS.

Quarterly financial reports will be sent to the state's Office of Management and Budget.

## 2. Annual Report

The state will prepare and submit by March 31, 2012 an annual report as required under Section 678E(2) of the Act to the Secretary detailing how the state and its eligible entities met its goals and objectives and information on the types of projects supported with FFY 2009 CSBG funds. The annual report will contain performance measurement outcome data which addresses the implementation of the national goals and measures.

Since becoming a federal requirement in 2005 all of the Community Action Agencies in New Jersey are mandated to submit detailed financial and programmatic data to the state. DCA program representatives are responsible for ensuring compliance with this federal requirement and that those performance goals and objectives achieved are accurately delineated. DCA program representatives compile the data submitted and report it on the CSBG IS Survey.

### Profile of Participants Served

In 2010, the state of New Jersey was able to help 326,057 low-income individuals through a variety of programs supported by CSBG. The data obtained from agency interviews describe one or more attributes of the individuals and, in most cases, attributes of their entire family, participating in agency programs. Approximately 220,557 client families are included in the data on family characteristics reported. The data indicates that the typical CAA client:

- ❖ 104,173 – Member of a household with children;
- ❖ 129,172 – Severely poor;
- ❖ 108,539 – White/non-Latino;
- ❖ 130,156 – Hispanic or Latino
- 138,355 – Minorities, Black African American, American Indian and Alaska Native, Asian, Native Hawaiian and Other Pacific Islander, Other and Multi-race; and
- ❖ 124,172 – Family member working, seeking work, or recently in the workforce.

More specifically, the characteristics of those that were assisted are as follows:

### Source of Family Income

- ❖ 93,493 are poor or near poor (with household incomes of less than 1.5 times the poverty line);
- ❖ 26,861 receive TANF;
- ❖ 9,896 receive SSI; and
- ❖ 4,078 receive General Assistance (State funded programs for emergencies).

### Family Type

- ❖ 75,898 of the families are headed by a single parent/female;
- ❖ 4,075 of the families are headed by a single parent/male;
- ❖ 68,729 of the participants are children (0-17 years); and
- ❖ 62,306 of the participants are of age 55 or older.

### Education Level

- ❖ 32,706 of the participants did not complete high school;
- ❖ 59,704 of the participants have a high school diploma/GED;
- ❖ 75,430 of the participants have a high school diploma/GED or higher; and
- ❖ 9,348 of the participants enrolled in post-secondary education.

Housing

- ❖ 140,792 of the participants are renters;
- ❖ 22,292 of the participants are homeowners; and
- ❖ 5,346 of the participants are homeless.

Other Characteristics

- ❖ 76,789 of participants lack health insurance; and
- ❖ 28,420 of the participants have disabilities.

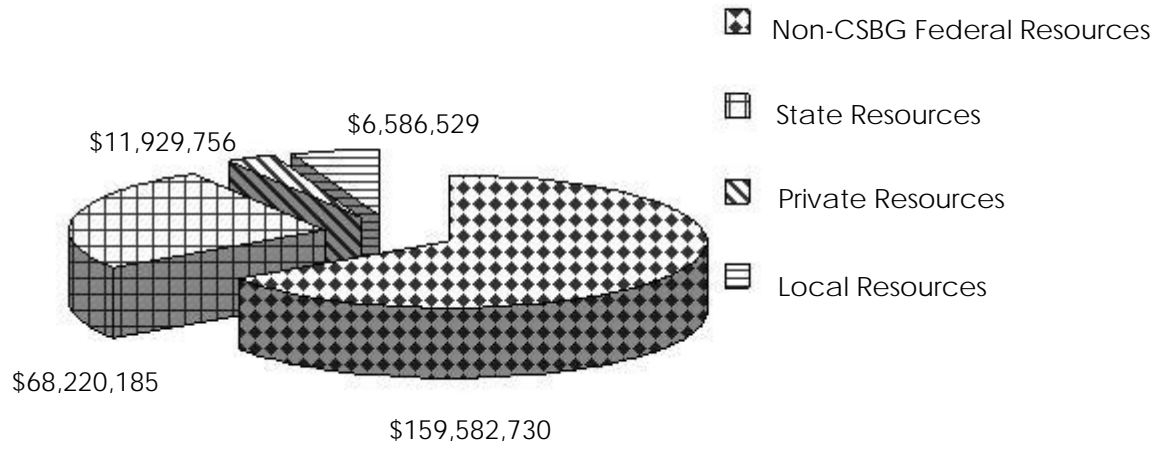
CSBG Expenditures by Category of Service

<b>TOTAL AGENCIES</b>		
Category of Service	# of Agencies Reporting	CSBG Funds
Employment	15	\$1,264,084
Education	19	\$3,667,527
Income Management	13	\$847,232
Housing	18	\$1,260,739
Emergency Services	19	\$2,641,880
Nutrition	16	\$1,554,920
Linkages	13	\$1,011,641
Self Sufficiency	17	\$1,338,882
Health	9	\$1,052,443
Other Special/Innovative Programs	12	\$916,132
<b>TOTAL AGENCIES</b>	<b>26</b>	
<b>TOTAL CSBG DOLLARS</b>		<b>\$15,555,480</b>

CSBG Expenditures by Demographic Category

Demographic Category	# of Agencies Reporting	CSBG Funds
Youth	18	\$2,172,371
Seniors	16	\$1,244,706

Non-CSBG Federal, State, Local and Private Resources



## ATTACHMENT A

### History of Results Oriented Management and Accountability - ROMA

ROMA was created in 1994 by an ongoing task force of federal, state, and local community action officials – the Monitoring and Assessment Task Force (MATF). Based upon principles contained in the Government Performance and Results Act of 1993, ROMA provides a framework for continuous growth and improvement among more than 1000 local community action agencies and a basis for state leadership and assistance toward those ends.

Since 1994, the Community Services Network has been guided by six broad anti-poverty goals established by the MATF:

- Goal 1:** Low-income people become more self-sufficient.
- Goal 2:** The conditions in which low-income people live are improved.
- Goal 3:** Low-income people own a stake in their community.
- Goal 4:** Partnerships among supporters and providers of service to low-income people are achieved.
- Goal 5:** Agencies increase their capacity to achieve results.
- Goal 6:** Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

To accomplish these goals, local community action agencies have been encouraged to undertake a number of ROMA implementation actions that focus on results-oriented management and results-oriented accountability:

#### Results-Oriented Management

- Assess poverty needs and conditions within the community;
- Define a clear agency anti-poverty mission for community action and a strategy to address those needs, both immediate and longer term, in the context of existing resources and opportunities in the community;
- Identify specific improvements, or results, to be achieved among low-income people and the community; and
- Organize and implement programs, services, and activities, such as advocacy, within the agency and among “partnering” organizations, to achieve anticipated results.

#### Results-Oriented Accountability

- Develop and implement strategies to measure and record improvements in the condition of low-income people and the communities in which they live that result from community action intervention;
- Use information about outcomes, or results, among agency tripartite boards and staff to determine the overall effectiveness, inform annual and long-range planning, support agency advocacy, funding, and community partnership activities.

## ATTACHMENT B

### 16 National Indicators

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

*National Performance Indicator 1.1 – Employment.*

*National Performance Indicator 1.2 – Employment Supports*

*National Performance Indicator 1.3 – Economic Asset Enhancement and Utilization*

#### **Goal 2: The Conditions in Which Low-Income People Live are improved**

*National Performance Indicator 2.1 - Community Improvement and Revitalization*

*National Performance Indicator 2.2 - Community Quality of Life and Assets*

*National Performance Indicator 2.3 - Community Engagement*

*National Performance Indicator 2.4 –Employment Growth from Recovery Act Funds*

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

*National Performance Indicator 3.1 – Civic Investment.*

*National Performance Indicator 3.2 – Community Empowerment through Maximum Feasible Participation*

#### **Goal 4: Partnerships among Supporters and Providers of Service to Low-Income People are Achieved**

*National Performance Indicator 4.1 – Expanding Opportunities through Community-Wide Partnerships*

#### **Goal 5: Agencies Increase Their Capacity to Achieve Results**

*National Performance Indicator 5.1 – Agency Development*

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

*National Performance Indicator 6.1 – Independent Living*

*National Performance Indicator 6.2 – Emergency Assistance*

*National Performance Indicator 6.3 – Child and Family Development*

*National Performance Indicator 6.4 – Family Supports (Seniors, Disabled, and Care Givers)*

*National Performance Indicator 6.5 – Service Counts*

ATTACHMENT C

ROMA Outcomes Logic Model Sample

Affordable Housing [Family Goal]		CSBG Funds: \$ _____	Non-CSBG Funds: \$ _____
<b>Program:</b>			
<b>ROMA GOAL:</b> (1) Low-income people become more self-sufficient.			
<b>National Performance Indicator:</b> NPI 1.2 Employment Supports - Employment Barriers Reduced/Eliminated			
<b>NPI Measure:</b> The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community action as measured by one or more of the following:			
Obtained safe and affordable housing in support of employment stability.			
Customer Need	Service/Activity	Benchmarks or Milestones	Outcome
Low income persons need safe, affordable housing in a stable neighborhood. They live in homes that need repairs and/or rehabilitation New Jersey is the 4th most expensive state in the nation for renters. More than half of all NJ renters are not able to afford a modest 2-bedroom apartment at fair market rate. In order to be affordable, housing costs should be no more than one-third of a family's income.	Provide low income persons with permanent safe and affordable housing.	None at this time.	___ (#) Low-income families moved from substandard to safe, stable housing.  ___ of ___ households or ___ % obtained rental housing of choice.  ___ (#) Low-income participants obtained safe and affordable housing in support of employment stability.

