

STATE OF NEW JERSEY
COMMUNITY SERVICES BLOCK
GRANT PROGRAM

BIENNIAL STATE PLAN

2010 - 2011



State of New Jersey
Jon S. Corzine, Governor

Department of Community Affairs
Charles A. Richman, Acting 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.state.nj.us/dca/dcr/ 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-five 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 agrees to comply with Section 678A of the Act by requiring appropriate 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 2010 and 2011 the DCA will utilize funds appropriated for the Community Services Block Grant 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 ROMA¹ 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 the New Jersey Community Action Association 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

¹ 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 12 National Indicators² 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 12 National Indicators through the use of standardized Logic Models and ROMA.
- Provide technical assistance on outcomes-based reporting.

² See Attachment B

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 12 National Indicators.
- Prepare an Annual Report on the CSBG program and distribute to interested parties.
- CSBG funds will be expensed and reported 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 2010 and FFY 2011 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)

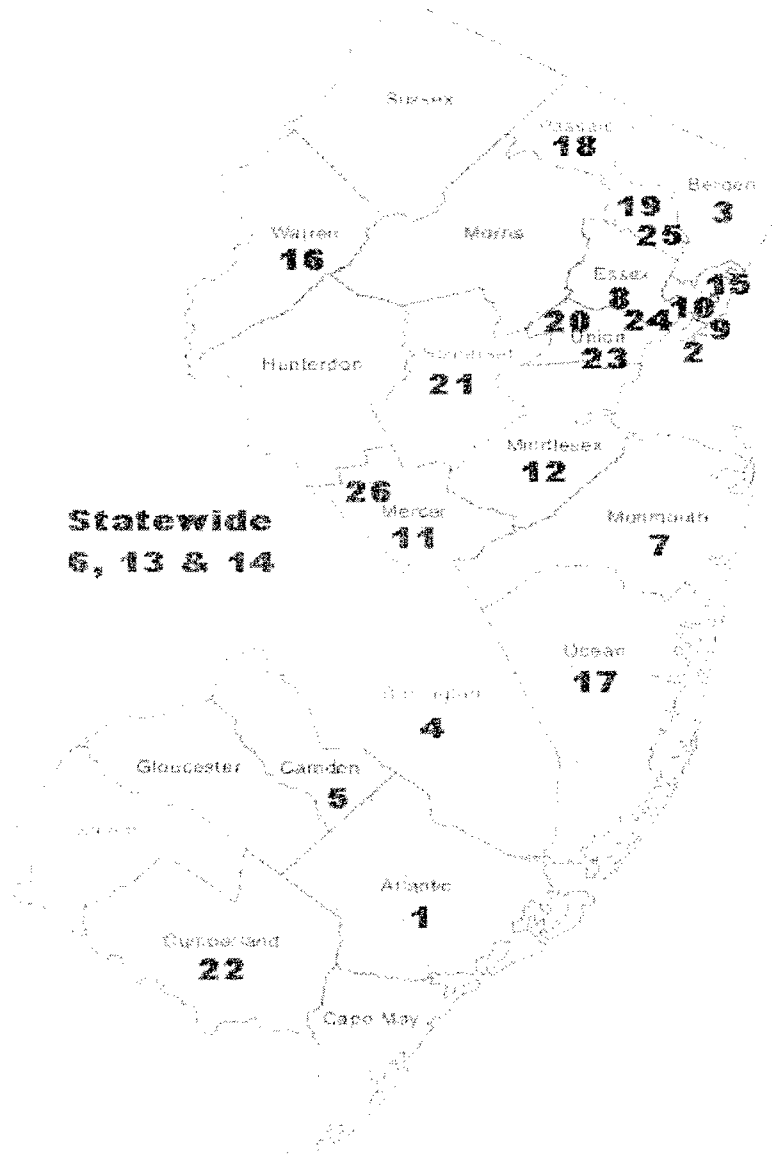
- | | |
|--|---|
| 1. Atlantic Human Resources, Inc. (AHR)
One South New York Avenue
Suite 303
Atlantic City, NJ 08401 | 5. Camden County Council On Economic Opportunity, Inc. (Camden OEO)
538 Broadway
Camden, NJ 08103 |
| 2. Bayonne Economic Opportunity Foundation, Inc. (BEOF)
555 Kennedy Boulevard
PO Box 1032
Bayonne, NJ 07002 | 6. Comité de Apoyo a los (LPA) Trabajadores Agrícolas (CATA)
4 South Delsea Drive
P.O. Box 510
Glassboro, NJ 08028 |
| 3. Bergen County Community Action Program, Inc. (Bergen CAP)
241 Moore Street
Hackensack, NJ 07601 | 7. Check-Mate, Inc.
910 Fourth Avenue
Asbury Park, NJ 07712 |
| 4. Burlington County Community Action Program, Inc. (Burlington CAP)
718 Route 130 South
Burlington, NJ 08016 | 8. Essex County
Department of Citizen Services
Division of Community Action
50 South Clinton Avenue 3 rd Fl.
East Orange, NJ 07018 |

- | | |
|---|---|
| <p>9. Hoboken Organization Against Poverty & Economic Stress, Inc. (HOPES)
124 Grand Street
Hoboken, NJ 07030</p> <p>10. Jersey City Office of Grants Administration and Compliance
30 Montgomery Street - 4th Fl.
Jersey City, NJ 07302</p> <p>11. Mercer County
Division of Community Health and Senior Services
M^c Dade Administration Building
640 South Broad Street
P.O. Box 8068
Trenton, NJ 08650-8068</p> <p>12. Middlesex County³</p> <p>13. New Jersey Association on Correction, Inc. (NJAC) (LPA)
986 South Broad Street
Trenton, NJ 08611</p> <p>14. New Jersey Community Action Association, Inc. (NJCAA) (LPA)
227 East Hanover Street
Trenton, NJ 08608</p> <p>15. North Hudson Community Action Corporation, Inc. (NHCAC)
5301 Broadway
West New York, NJ 07093</p> <p>16. Northwest NJ Community Action Program, Inc. (NORWESCAP)
350 Marshall Street
Phillipsburg, NJ 08865</p> <p>17. Ocean Community Economic Action Now, Inc. (OCEAN, Inc.)
40 Washington Street
P.O. Box 1029
Toms River, NJ 08753</p> | <p>18. Passaic County
Department of Human Services
401 Grand Street
Paterson, NJ 07505</p> <p>19. Paterson Task Force for Community Action, Inc. (PTF)
155 Ellison Street
Paterson, NJ 07505</p> <p>20. Plainfield Action Services
510 Watchung Avenue
Plainfield, NJ 07060</p> <p>21. Somerset Community Action Program, Inc. (SCAP)
429 Lewis Street
P.O. Box 189
Somerset, NJ 08875-0189</p> <p>22. Tri - County Community Action Agency, Inc. (Tri-County CAA)
110 Cohansey Street
Bridgeton, NJ 08302</p> <p>23. Union County
Department of Human Services
Administration Building 4th Floor
Elizabethtown Plaza
Elizabeth, NJ 07207</p> <p>24. United Community Corporation, Inc. (UCC)
31 Fulton Street
Newark, NJ 07102</p> <p>25. United Passaic Organization, Inc. (UPO)
41 Myrtle Street
Passaic, NJ 07055</p> <p>26. United Progress, Inc. (UPI)
162 West State Street
Trenton, NJ 08608</p> |
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³ On November 7, 2008, the CAA in Middlesex County was defunded. The OCA issued a request for designation on January 16, 2009 and received seven proposals by the February 27, 2009 due date. Proposal review is nearly complete. The agencies under consideration for selection as the new Middlesex CAA are all established community service providers.

b. Geographic areas served

The DCA currently contracts with twenty-three CAAs and three 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-five eligible entities or the entities' delegate agency(ies)⁴.



⁴ Refer to page 12 Geographical Service Areas

3. Distribution and Allocation of Funds

The Department received its full FFY'09 annual CSBG allocation from the federal government. New Jersey's FFY'09 CSBG award was \$19,062,600 a 7% increase from FFY'08. 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	\$ 833,959
BEOF	\$ 160,951
BERGEN COUNTY CAP	\$1,029,071
BURLINGTON COUNTY CAP	\$ 463,191
CAMDEN County COEO	\$1,207,634
CATA	\$ 88,595
CHECK-MATE	\$ 844,710
ESSEX COUNTY	\$1,008,357
HOPES	\$ 220,768
JERSEY CITY	\$ 958,656
MERCER COUNTY	\$ 257,801
MIDDLESEX COUNTY ⁵	\$1,082,646
NJAC	\$ 238,514
NJCAA	\$ 112,436
NORTH HUDSON CAC	\$ 898,942
NORWESCAP	\$ 731,521
OCEAN, INC.	\$ 816,401
PASSAIC COUNTY	\$ 294,183
PTF	\$ 704,614
PLAINFIELD ACTION SERVICES	\$ 209,767
SCAP	\$ 260,524
TRI-COUNTY CAP	\$ 970,859
UNION COUNTY	\$ 844,400
UCC	\$1,948,287
UPO	\$ 325,880
UPI	\$ 643,675
Total	\$17,156,340

B. DESCRIPTION OF CRITERIA AND DISTRIBUTION FORMULA

Beginning with CSBG funds provided to New Jersey under the federal 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. In any years where less funding is appropriated than can provide funding at these levels:

- 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

⁵ Refer to note on page 5

- 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).
- 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. Provide support funds to agencies in crisis;
2. Projects addressing State or Departmental priorities;
3. Additional Client Social Service Tracker (CSST) software training to fulfill the need for each NJ eligible entity;
4. Additional support funds to extend the CSST service contract;
5. Capacity Building (i.e. Board Training, Management Training, Case Management);
6. Community Needs Assessment;
7. Organizational Assessments;
8. Projects (local, regional or statewide) of a pilot or demonstration nature with strong potential for meaningful replication, if proven viable.

E. DESCRIPTION OF USE OF ADMISTRATIVE 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 2009 CSBG allocation.

FFY 2009 Award - \$19,062,600 5% Administrative Funds - \$953,130

Salaries	\$560,000
Fringes (36.05%)	\$201,880
Indirect Cost (8.9%)	\$ 57,120
	\$819,000

Non – Personnel (Travel, Training, Equipment, Subscription, Consumable Supplies, Printing, Postage, Telephone)	\$134,160
	\$953,130

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 2010-2011 CSBG Requests for Proposals to all eligible organizations in July 2009 with a October 2, 2009 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 applications 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 budgets.

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' 2010 - 2011 LOGIC MODELS (ROMA COMPLIANT)

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

Geographical Service Areas⁶

<u>AGENCY</u>	<u>AREA SERVED</u>
1. ATLANTIC HUMAN RESOURCES (AHR)	Atlantic & Cape May Counties
2. BAYONE ECONOMIC OPPORTUNITY FOUNDATION (BEOF)	City of Bayonne (Hudson Co.)
3. BERGEN COUNTY CAP	Bergen County
4. BURLINGTON COUNTY CAP	Burlington County
5. CAMDEN OEO	Camden County
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. MERCER CO.	Mercer County (ex. City of Trenton)
12. MIDDLESEX COUNTY	Middlesex County
13. NJ ASSOCIATION ON CORRECTIONS	Statewide
14. NJ COMMUNITY ACTION ASSOCIATION	Statewide
15. NORTH HUDSON CAC	Hudson County (ex. cities of Bayonne, Hoboken & Jersey City)
16. NORTHWEST NJ COMMUNITY ACTION PROGRAM (NORWESCAP)	Hunterdon, Morris, Sussex & Warren Counties
17. OCEAN, INC.	Ocean County
18. PASSAIC CO.	Passaic County (ex. cities of Passaic & Paterson)
19. PATERSON TASK FORCE (PTF)	City of Paterson (Passaic Co.)
20. PLAINFIELD ACTION SERVICES	City of Plainfield (Union Co.)
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

The New Jersey Community Action network 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-five (25) community based agencies. Given our diversified population and needs, it is in the best interest of the State to permit program diversity

⁶ Refer to map on page 6

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 New Jersey Department of Community Affairs 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:

HOBOKEN ORGANIZATION AGAINST POVERTY AND ECONOMIC STRESS – HOPES, Inc. Family Resource Center, in collaboration with the Jubilee Summer Camp, offered Hoboken youth (primarily residents of the Hoboken Housing Authority) a social and

academic summer program that emphasized individual development encouraged team work and provided children with positive tools and skills. As a supplement to the services offered to the children enrolled in the Jubilee Center's Summer Camp, HOPES, Inc. offered a course that helped children to build upon their computer skills through an age appropriate/theme based curriculum focusing on "Healthy Eating". As children learned about healthy eating they also gained an understanding of a desktop and its components, using applications, working with CD's, folders, and files, printing with Windows, personalizing Windows, setting up programs, and using Windows accessories. Children worked individually and in small groups creating a culminating project.

As a partner in this program, HOPES, Inc. Family Resource Center staff was responsible for the planning and implementation of the classes, as well as providing the instructional materials (including software). HOPES, Inc. Family Resource Center staff also provided weekly feedback to the Jubilee Center staff on each participant's progress. Jubilee Center staff was responsible for recruitment and registration of children, ensuring children arrived on time for class and assisting HOPES, Inc. Family Resource Center staff with instructional support during classes.

The Jubilee Center contributed \$10 per child enrolled in the HOPES, Inc. Family Resource Center course. CSBG funding supported this initiative and covered (in part) the instructor's salary, computer workstations and other supplies and equipment. As a result of this program, 48 children gained new academic and social skills, learned about the importance of healthy eating and had a safe environment to learn and explore during the summer season.

JERSEY CITY – Camp Liberty is the Educational Arts Team's most collaborative project with the most involvement from outside agencies. The Educational Arts Team uses the funding that it receives from CSBG to supplement the salaries of three senior staff members who develop and implement new camp programs, coordinate projects with other agencies and assess and report on the effectiveness of the camp in achieving its mission. Although the Educational Arts Team is the only organization that staffs and operates the camp, they received a great amount of support from the community, local corporations, and local government. Sponsorship of low income children from around the city was provided through the Division of Youth and Family Services, Urban League, Women Rising, the Jersey City Housing Authority and Metrovest as well as individual donations. They received a total of \$33,095.00 in camp tuition sponsorship.

The State of New Jersey and Liberty State Park provides the land that the camp is located on. Each year, they received a \$37,000 grant from the Jersey City Department of Recreation that contributes to camp operating expenses and the Jersey City Department of Public Works provides in-kind services to help with facility repairs and maintenance. Hudson County Vocational Schools' in-kind donation of four school buses provides transportation to and from camp and many volunteers from Goldman Sachs and Comcast come together to help clean, paint, plant gardens, and prepare camp for summer.

The experience of attending Camp Liberty enables children to experience integration into a large scale community project, learn collaboration skills and gain exposure to new role models from a wide range of cultural and economic backgrounds, all of which culminates in a truly positive community experience.

MERCER COUNTY – Six week program of recreation, culture experiences, swimming, golfing, tennis, arts and crafts, bowling, roller skating, and more in a safe supervised environment for youth ages 6-13. Target population is children from low to moderate income households so the costs are kept to a bare minimum. It is one of the lowest in Mercer County for the curriculum offered. The camp is called “Empowering our Youth through Culture, Education, and Recreation”. This includes weekly trips to state and local parks, state museums and monuments, and theme parks. Four hours per week campers participate in hands on computer classes and a reading lab. – JO Wilson Neighborhood Service Center/Hamilton Twp.

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

BURLINGTON COUNTY COMMUNITY ACTION PROGRAM - BCCAP – The lack of affordable housing continues to be one of the highest priority needs in Burlington County. Burlington County Community Action Program administers the Willingboro Housing Acquisition/Rehab/Resale Project. This agency has partnered with the U.S. Department of Housing and Urban Development, Commerce Bank, and with other State and local government agencies.

The Willingboro Housing Acquisition/Rehab/Resale Project consists of at least 15 units to be rehabilitated, which will improve the existing affordable housing stock in Willingboro. This project provides affordable housing to low-income residents of Burlington County. In addition, this project helps revitalize the community. The units are sold to low-income, first-time homebuyer families. The BCCAP Housing Counseling Program component provides homebuyer education to low-income families, which help families prepare to become credit worthy and thereby provide a pool of prospective applicants for the units.

NORTHWEST COMMUNITY ACTION PROGRAM – NORWESCAP Money Management Assistance Program (MMAP) works specifically with seniors and people with disabilities who have a difficult time managing their monthly household budgets. The concept is to provide a trained volunteer to help these seniors with routine household expenses so that they can remain living independently in their own residences.

Warren County Office on Aging division of Human Services provided \$67,000 to fund the MMAP program along with six other programs that are geared toward enabling low income seniors in Warren County with the resources that are needed to remain independent and living on their own. The Association for the Advancement of Retired Persons (AARP) provided all of the training and certification needed for recruited volunteers to be able to offer this service to low income seniors. The volunteers completed a rigorous training before receiving their certification.

This resulted in 19 Volunteers increasing their knowledge of financial budgeting and unacceptable predatory practices while becoming certified MAPP counselors and completing the necessary training to obtain their certification.

While enrolled in the program 19 Low income seniors increased the timeliness of their bill paying, have not had any utility termination notices, eviction notices or other delinquent household bills and have remained independent in their homes.

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:

ATLANTIC HUMAN RESOURCES – Atlantic Human Resources' Food Pantries and Shelves program has been successful in mitigating a condition of poverty by reducing the high cost of obtaining food for low income families. Reducing the cost associated with providing food has lessened a persistent factor of poverty for many of our clients. The program is funded in part by CSBG and the goods Atlantic Human Resources solicits for food donations. The CSBG funds were significant to the outcomes achieved by Atlantic Human Resources. The food that was donated was stocked in various locations, which are strategically selected for the convenience of our clients. The goods were targeted for those areas of high traffic and needs. Some of the families were able to avoid poverty as a result of the food provided that allowed them to reduce their overhead.

MERCER COUNTY – Through a collaborative partnership with Mercer Street Friends, Food Bank, Concerned Citizens of Ewing Inc. has been able to assist more than 37 families with a food package of nutritional food on a monthly basis. Throughout the year, Mercer Street Friends has seen an increased demand for clients seeking food to help supplement feeding their families. Most of these individuals and/or families state that due the rising cost of the economy and food prices, living on a fix income and the high cost of medicine is the reason for needing food from the pantry every month. Although each client receives a distribution of food once a month, some have requested food at least twice a month. For clients referred to Mercer Street Friends by other organizations, staff notifies each client of the proper documentation needed before arriving at the office. For walk-in clients, each is assisted in completing an intake application and provided a package of food.

In the last few years Mercer Street Friends has seen the demand increase for more seniors in need of food, thus prompting Mercer Street Friends to conduct an "Outreach Day" twice a year at a Residential Housing Complex for seniors and disabled persons. The purpose of this day is to enroll clients for the Food Pantry and the Thanksgiving Basket Give-Away. Staff assists each client in completing the intake form as well as copies the required income information (staff is provided with a copy machine on this day). By providing this service, their agency is able to reach out to those individuals who may not have otherwise known about the food pantry or other services Mercer Street Friends provides. Not only are these clients given food every month, it has also allowed Mercer Street Friends to build a good relationship with the elderly population. More churches and organizations are now referring clients to the food pantry.

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 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:

BERGEN COUNTY CAP – BCCAP PHASES (Program for Homeless Adolescents Seeking an Environment of Stability) is a residential program that provides comprehensive services to homeless/runaway youth, helping to reintegrate them into the community as productive, capable members. Through the PHASES program, youth who were homeless are given the opportunity to participate in a structured transitional living program. The program components of comprehensive case management, which includes one-on-one counseling, life skills (i.e., how to handle finances, meal preparation, enrollment in education or employment-directed activities) and interpersonal skills (i.e., family reunification, relationship and communication skills) prepare the clients for successful independent living upon discharge.

BCCAP partnered with the US Department of Housing and Urban Development, NJ State Department of Children and Families, the local offices of the Division of Youth and Family Services as well as the Bergen County Department of Human Services in the recruitment for clients and the provision of services. CSBG funding provided essential direct services supervision as well as staff support in the area of grant writing, contract development, implementation and reporting.

TRI-COUNTY COMMUNITY ACTION AGENCY – completed the final 3 homes, for a total of eight Wesley Village Phase II homes in Bridgeton, NJ (Cumberland County). Working closely with NJ Department of Community Affairs' Office of Housing Advocacy and other programs, these eight, energy star certified, high quality efficient, affordable, single family homes, featured almost 2000 square feet, three bedrooms, two-and-a-half bathrooms, a full basement, a garage, a black-topped driveway, a living room, dining room, landscaping, appliances that include a washer, dryer, refrigerator, stove and dishwasher.

Without the needed subsidies, these low-income families would have never been able to purchase a home of their own. Most families previously occupied low-income, subsidized, substandard, or Section 8 housing. These new homeowners participated in Tri-County's Homeownership Academy and participated in the Individual Development Account program. Tri-County continues to provide ongoing counseling for the new homeowners. This program was funded in part by CSBG.

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.

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:

BERGEN COUNTY CAP – BCCAP was informed by The National Credit Union Administration (NCUA) that the agency has succeeded in meeting all criteria established by the federal examiners and is receiving a federal charter leading to the establishment of the 1st Bergen Federal Credit Union. This represents a great step forward in providing safe and secure banking services open to all those who live, work, worship, volunteer, attend school or conduct business in Bergen County, NJ. This significant accomplishment was the result of extensive research and planning efforts coupled with essential support from public agencies, banks, faith-based organizations, and private entities.

HOBOKEN ORGANIZATION AGAINST POVERTY AND ECONOMIC STRESS – In a city-wide collaboration between the City of Hoboken, the Hoboken Housing Authority, HOPES, Inc., and other local organizations, the 3rd Annual Hoboken Community Health Fair took place. More than 45 health and social service agencies provided relevant health information and conducted free health screenings for participants of all ages at the Hoboken Housing Authority baseball field. An array of activities and entertainment for the entire family were provided by local organizations (such as the Boys & Girls Club). Healthy meals were offered to all participants. Approximately 200 Hoboken Housing Authority residents took part in this free community wide event. As a result of this event the Hoboken Housing Authority residents received free medical screenings, the Hoboken Housing Authority residents received information regarding health, social service and other entitlement programs and services available to them at no cost and community organizations shared resources and expertise.

Each participating agency contributed towards this event either through in-kind services (i.e. free medical screenings), or purchasing food as well as materials and supplies. As a partner in this event HOPES, Inc. provided outreach and informational materials, supplies, assisted with rental of equipment and contributed to the purchase of refreshments, all of which was achieved through use of CSBG funding.

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. All community based agencies, at a minimum, receive a full on-site review every three years. All of the community action agencies received a full on-site monitoring visit in 2008. Agencies that submit a corrective action plan are re-visited within the year.

- 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. Additionally, DCA program representatives conduct annual evaluations on the administration and service delivery of the Community Services Block Grant recipient agencies.

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-five 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 678(B) 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 7, 2008	Paterson Task Force	August 18, 2008
BEOF	October 16, 2008	Somerset CAP	May 11, 2009
Bergen County CAP	March 31, 2009	Tri-County	February 25, 2009
Burlington County CAP	November 14, 2008	UCC	October 19, 2007
Camden OEO	November 26, 2008	UPO	November 6, 2008
CATA	September 24, 2008	UPI	June 30, 2008
Check-Mate	November 12, 2008	County of Essex	November 31, 2008
HOPES	January 28, 2009	Jersey City	March 5, 2008
Middlesex		County of Mercer	December 14, 2008
NJ Association on Correction	January 28, 2009	County of Passaic	November 14, 2008
North Hudson CAC	November 26, 2008	Plainfield City	February 25, 2008
NORWESCAP	April 6, 2009	Union County	August 11, 2008
OCEAN, Inc.	September 15, 2008		

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 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 12 National Indicators for the CSBG program.

New Jersey developed 39 standardized Logic Models illustrating the six National Goals and 12 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 269 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, 2010 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.

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

12 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

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 – Broadening the Resource Base

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

ATTACHMENT C

ROMA Outcomes Logic Model Sample

Affordable Housing [Family Goal]		CSBG Funds: \$	Non-CSBG Funds: \$
Program:			
ROMA GOAL (1) Low-income people become more self-sufficient.			
National Performance Indicator: NPI 1.2 Employment Supports - Employment Barriers Reduced/Eliminated			
NPI Measure: 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.
Method(s) of Measurement [Verification]	Client case files	Housing Applications	Housing eligibility guidelines
		Actual leases	Certificates of Occupation