

NEW YORK STATE COMMUNITY ACTION  
ASSOCIATION

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# COMMUNITY ACTION AGENCY EXECUTIVE DIRECTOR/CEO MANUAL

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Congratulations on becoming an Executive Director/CEO at a Community Action Agency (CAA). The New York State Community Action Association (NYSCAA) works on behalf of a strong and active network of Community Action Agencies and is here to support you and your agency. The purpose of this manual is to provide you with information that may help you as you take on this new role. It is intended to be a guide to help you familiarize yourself with the Community Action

family. There are 48 Community Action Agencies in New York State and approximately 1,000 throughout the country. You are part of a network that provides vital human services to individuals and families with low-incomes and works to create structural changes to help them become more economically secure.

As you are getting to know the programs, customers, community partners, and contracts specific to your agency, you should also explore our Community Action network. You will find NYSCAA's staff and your fellow Community Action directors ready to help and support you. As a network, we all work together to ensure New Yorkers with low-incomes have the opportunity to rise above poverty and we can only succeed together.

NYSCAA serves the Community Action network in a variety of ways. Each year we convene statewide events that provide you with opportunities to connect to your peers, access professional development opportunities, and share information about your agency. We also deliver training and technical assistance locally – providing opportunities for your staff and board members to access a variety of training topics right at your own organization.

As you get to know Community Action, you will find that we have two roles: we provide programs and resources to financially stabilize households and we support families with low-incomes by raising awareness about poverty and advocating and educating elected officials and others about policies and structural challenges impacting households with low-incomes.

The Congressional delegation from New York has an appreciation for the work you and your peers do in this state and have many times supported the funding necessary to continue your work. NYSCAA supports and engages in education and advocacy at the federal, state and local levels so our representatives fully understand the work we do and the outcomes we achieve. NYSCAA provides talking points and support for visits to your representatives. The return on investment is so positive from the programs you operate; meeting with elected officials is a great opportunity to share the good news and enlist their support.

I look forward to working with you and your agency. Please don't hesitate to contact me if we can be of any assistance.

Sincerely,

*Jacqueline Orr*

CEO

## ***The Community Action Promise***

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

## ***Community Action Three National Goals***

Individuals and families with low incomes are stable and achieve economic security.

Communities where people with low incomes live are healthy and offer economic security.

People with low incomes are engaged and active in building opportunities in communities.



## About the New York State Community Action Association

NYSCAA was created in 1987 to provide New York State Community Action Agencies with information, professional development, and technical assistance to enhance the capacity of agencies to serve as effective, responsive community resources. The New York State Community Action Association (NYSCAA) strengthens the capacity of the Community Action network to address the causes and conditions of poverty.

Membership in NYSCAA affords Community Action Agencies many benefits including:

- ✚ Advocacy on state and national levels
- ✚ Executive Director/CEO email list for sharing and inquiries
- ✚ Networking opportunities through trainings, conferences and regional meetings
- ✚ Representation on national coalitions and work groups
- ✚ Interagency peer discussion (affinity) groups in areas such as Finance and Human Resources
- ✚ CAPLAW membership
- ✚ Access to online Community Needs Assessment tool, specific with New York State data
- ✚ ROMA (Results Oriented Management and Accountability) support
- ✚ On-line training for Board members
- ✚ ROMA Alliance for Certified ROMA Professionals
- ✚ Communities of Practices (CoP) that support strengthening data management and evidenced-based & best practices

Some Community Action Agency Executive Directors/CEOs come into agencies that are thriving and well-funded, and others come in where there may be financial problems, contract difficulties, or program challenges. You are surrounded by other CAA directors who have likely encountered many of the situations you may confront. Make yourself known to them, visit their agencies, and ask questions. Most importantly, you will need to get to know your community and what will work best. Communicate with your board of directors often to ensure you are clear on their expectations and that they understand your vision and challenges. NYSCAA staff are available to meet with you and your board to help with the transition process or to provide any training or technical assistance needed.

In addition to the role you fill in your local community, you are part of a statewide and national network. NYSCAA can help you connect to the network at our statewide, regional, and local events. Starting in 2020, NYSCAA will combine two successful events: the ***Symposium on Poverty and Economic Security*** and the ***Professional Development Conference***. This one large event will bring together professionals from Community Action Agencies along with our community to hear about the latest information on topics related to poverty and to build staff capacity, skills, and knowledge. NYSCAA also convenes a ***Finance, Human Resources and Leadership*** conference for Community Action Agency staff in New York, New Jersey, Puerto Rico and the US Virgin Islands. This conference is part of a national project, the Regional Performance and Innovation Consortia (RPIC), for which NYSCAA is the lead agency for federal Region II.

You can expect top-notch keynote speakers, experts from the field and superb representatives of Community Action Agencies at both of these events. NYSCAA also holds an Executive Director/Chief Executive Officer seminar each year in the fall where EDs/CEOs come together to share, network and learn information important to your jobs.

Regional meetings are held each year throughout the state and provide you with an opportunity to network with your colleagues from Community Action Agencies in your area. Representatives from NYS Department of State (DOS) attend the meetings providing an opportunity for dialogue with program monitors and Division of Community Services (DCS) management staff. The small group setting and local focus provide a unique and valuable experience.

Furthermore, NYSCAA coordinates the Emerging Leader Institute (ELI). ELI is a year-long leadership development program designed to build the capacity of future leaders within New York's Community Action Network. This collaborative learning experience incorporates formal training to build skills and knowledge, peer networking opportunities to build local and statewide relationships, and mentoring opportunities. Participants explore their leadership styles, develop leadership aptitude and empower themselves and others. If desired, those who complete year one can participate in a second year and participate in facilitated leadership conversations as well as a project-based learning experience.

NYSCAA hosts affinity groups focused on topics such as I.T., Human Resources, and Finance. These affinity peer groups discuss issues pertinent in their particular subject areas and share best practices and information. Additionally, NYSCAA offer opportunities during the course of the year for the groups to meet in-person.

## **Governance**

NYSCAA's Board of Directors is comprised of dedicated individuals from member agencies. Most board members are Executive Directors/CEOs of the CAAs. The Executive Committee, Finance/Audit Committee and Governance Committee are comprised entirely of NYSCAA Board Members. The Membership Committee, Partnership & Communications Committee, and Best Practices Committee are open to any NYSCAA member. If you are interested in running for a seat on the Board of Directors or in joining a committee, contact NYSCAA's CEO, Jacqueline Orr at 518-690-0491, x 024 or [jorr@nyscommunityaction.org](mailto:jorr@nyscommunityaction.org).

## **Staff**

NYSCAA is staffed by energetic skilled staff who are committed to the mission and vision of Community Action. Please do not hesitate to reach out to a staff person with questions, concerns or suggestions. For staff contact information, please refer to the [staff listing](#) page on NYSCAA's website.

## ***NYSCAA On-line Resources***

<b>Community Action Resource Guide (CARG)</b>	<b>Community Needs Assessment Tool</b>	<b>NYSCAA Learn</b>
The <a href="#">CARG</a> lists the services that are available at each of the Community Action Agencies in New York State. It is an interactive and search-able program on the NYSCAA website. The data can be viewed multiple ways and exported for further data analysis. Ways to sort the data include: printing a full listing of all agencies and their programs or searching via text and reviewing the results on a map.	The NYSCAA <a href="#">Needs Assessment Tool</a> provides NYSCAA members assistance with the development of Community Needs Assessment reports. The tool collects information from a variety of state and Federal sources and compiles it into a single download-able and editable report. The report includes information for all NYSCAA agency service areas, New York counties, or any combination of the two.	NYSCAA has created <a href="#">on line eLearning courses</a> for CAA board members and staff. The courses include: Community Action Agency Board Roles and Responsibilities; Community Action: Our History, Our Narrative; and Welcome to NYSCAA.



### ***About the New York State Department of State (DOS), Division of Community Services (DCS)***

The Division is responsible for the administration and distribution of the Community Services Block Grant (CSBG) funds working with the network of Community Action Agencies and other CSBG funded entities in the state to fund and promote services that combat poverty among poor and low-income families. DCS ensures program and fiscal compliance through routine on site reviews of fiscal and program services.

CAAs are administered in accordance with the CSBG statutory purposes and goals, and in compliance with all applicable statutes, rules, regulations, policies and procedures set forth by federal and state government. All CAAs submit work plans and budgets to DOS-DCS detailing the programs, services, and activities to be conducted using CSBG funds. DCS is responsible for the Triennial Review for Accountability and Compliance with Standards (TRACS) in order to assess each eligible entity for compliance with new federal requirements and uses the Annual Compliance Review of Organizational Standards (ACROS) to assess Organizational Standards compliance. Both of these processes are explained in more detail below. Based on review results, DCS makes recommendations to agencies for continued progress and improvement.

DOS-DCS staff participate in NYSCAA sponsored events and trainings, providing an opportunity to connect with agencies outside of the formal monitoring process. DOS-DCS also sends [monthly newsletters](#) with timely and relevant information pertinent to CAA Executive Directors/CEOs.

## ***Program and Fiscal Monitoring***

DOS-DCS provides direction and support to local agencies to ensure that comprehensive services are provided. As the CSBG administering agency, DOS-DCS establishes goals and objectives which guide program evaluation, monitoring, and oversight. DOS-DCS is the primary liaison with CAAs, monitoring programs as well as offering training and technical assistance in areas such as governance, management, and program operations. DOS-DCS implements a four-pronged approach to monitoring. The first prong consists of routine, periodic on-site visits. The second prong is the federally mandated comprehensive assessment process conducted tri-annually. The third is an annual compliance review of the Organizational Standards. This review of the organizational standards involves an annual self-assessment to be done by the grantee followed by a desk review by DOS-DCS staff. The fourth prong consists of fiscal monitoring conducted through on-site reviews of agency records as well as review of financial reports and audits.

Routine monitoring and the triennial assessment process utilize a comprehensive approach to reviewing, assessing, and evaluating CAAs with the goal of improving the quality of services provided to individuals, children, families, and communities. Monitoring is proactive, result-oriented, and conducted to provide assistance to grantees to improve their capacity to achieve measurable results, and to meet the requirements of Federal and State authorizing legislation, the CSBG Management Plan, and the CSBG contract.

Starting in FFY 2020 (October, 2019), DOS-DCS has moved to a risk-based monitoring model. DOS will utilize program monitoring tools to identify areas of concern and items of potential risk that may require increased monitoring. DOS is recommending the minimum number of CAA visits per year be two visits for program and two visits for fiscal. Based upon the scoring of both the program and fiscal assessment tools and areas of concern identified through the fiscal year, the frequency of site visits could be increased to three or more each year. To review the DOS CSBG Annual Program Monitoring Frequency Assessment Tool, see the [revised 2020- 2021 monitoring guide, page 17](#). Refer to [page 24 of the 202-2021 monitoring guide](#) for the Fiscal Monitoring Frequency Assessment Worksheet.

## ***Annual Compliance Review of Organizational Standards (ACROS)***

As described in [Information Memorandum #138](#) (published on January 26, 2015) DOS-DCS is responsible for assessing the status of all CAAs annually against the organizational standards. DOS-DCS uses the [ACROS tool](#) to carry out the State's responsibility under IM #138.

DOS-DCS requires each eligible entity to complete the self-assessment each Federal Fiscal Year (FFY). The self-assessment and corresponding documentation must be submitted to the assigned program analyst for review and verification by January 31st. The information is verified by the program analyst and a report is prepared to identify any unmet standards and a timetable to come into compliance. Technical assistance needs are also incorporated into the report.

Once every three years, CAAs have an on-site review using a similar but more comprehensive tool known as the Triennial Review for Accountability with Compliance Standards (TRACS). For the FFY that the



triennial review is conducted, the TRACS assessment process will replace the annual self-assessment (ACROS).

## ***The Triennial Review for Accountability and Compliance with Standards (TRACS)***

The [Triennial Review for Accountability and Compliance with Standards \(TRACS\)](#) was designed by DOS-DCS to comply with 42 U.S.C. 9901 et seq., §678B, as amended. The statute requires each state to conduct a full on-site review of each eligible entity at least once during each three-year period as well as to assess compliance with the organizational standards put forth by the United States Department of Health and Human Services (HHS) in Community Services Block Grant (CSBG) Information Memorandum (IM) No. # 138.

The TRACS was developed in consultation with representatives from NYSCAA, the CSBG Advisory Council, and several Community Action Agencies (CAA). The TRACS was sent to every eligible entity in the state in March 2015 for review and comment. The purpose of the assessment is two-fold. First to assess for compliance with the Organizational Standards set forth by HHS, Office of Community Services, IM #138; and second to fulfill the State's requirement under the CSBG Act for a comprehensive on-site assessment of each eligible entity at least once every three years (42 USC § 9914). CAAs are encouraged to use the TRACS as part of an annual self-assessment process.

## ***CSBG Advisory Council***

The CSBG Advisory Council was created to fulfill the mandate of Chapter 884 of the New York State Laws of 1982. In compliance with this statute, the council includes representation from private nonprofit providers, leaders within the Community Action community, and the public. Half of the representatives are appointed by the Governor, one quarter by the President pro-tempore of the Senate, and one quarter by the Speaker of the Assembly.

Council members consult with CSBG division staff and assist in the preparation of reports and development of the CSBG Application and Management Plan. The council meets quarterly, with additional meetings as needed. The council also advises the Secretary of State on strategies and activities that promote the elimination of poverty and by adopting or amending bylaws necessary to address the appointment and terms of Council officers and their duties. See the [DOS website](#) for a list of current Advisory Council members.

The CSBG Advisory Council has an Executive Committee composed of the Chairperson, Vice Chairperson, Second Vice Chairperson, Immediate Past Chairperson, and the Secretary. The Executive Committee can meet at any time between regular meetings of the Council.

## ***Contact DOS-DCS:***

### **Albany**

One Commerce Plaza  
99 Washington Avenue, Suite 1020  
Albany, New York, 12231  
[518] 474-5741 FAX: [518] 486-466

### **Buffalo**

65 Court Street  
Buffalo, NY 14202-3471  
Phone: (716) 847-7106  
FAX: (716) 847-7969

### **New York City**

123 William Street  
New York, NY 10038-3804  
Phone: (212) 417-5716  
FAX: (212) 417-4784

### **Syracuse**

Hughes State Office Building  
333 East Washington Street  
Room 514  
Syracuse, NY 13202-1428  
Phone: (315) 426-2126  
FAX: (315) 426-2124



## ***CSBG National Partners***



### **Community Action Partnership**

The National Community Action Partnership (NCAP) was established in 1971 as the National Association of Community Action Agencies (NACAA) and is the national organization representing the interests of the 1,000 plus Community Action Agencies (CAAs) working to fight poverty at the local level. The Partnership's mission is to be a national

forum for policy on poverty and to strengthen, promote, represent, and serve its network of member agencies to assure that the issues and needs of low-income people are heard and addressed. To get more information about the Partnerships' resources and tools, visit their website: <https://communityactionpartnership.com/>

### **National Community Action Foundation**

The National Community Action Foundation (NCAF) is a private, nonprofit organization which serves as an advocate and lobbyist for low-income programs.



Founded in 1981, NCAF members are Community Action Agencies (CAAs) and state and regional associations of CAAs. NCAF works closely with Members of Congress, federal and state agencies, and with other public interest groups to maintain adequate funding for anti-poverty programs and to shape future social policy directions. NCAF works on a broad range of issues and programs including the Community Services Block Grant (CSBG), Head Start, Low-Income Home Energy Assistance (LIHEAP), Weatherization Assistance, Welfare Reform, Employment and Job Training, Housing and Shelter for the Homeless, Services for Older Americans, Health, Nutrition, and Tax and Income Policy. To learn more about NCAF's advocacy efforts, check out the website at: <http://www.ncaf.org/>

### **Community Action Program Legal Services, Inc.**

Community Action Program Legal Services, Inc. (CAPLAW) is a nonprofit organization dedicated to providing the legal resources necessary to sustain and strengthen the national Community Action (CAA) network. Through its in-house legal staff and a network of private attorneys, CAPLAW provides legal consultations, training, and publications on a wide variety of legal and management topics. CAPLAW has many publications that can be found at <http://www.capl原因.org/>





## National Association for State Community Services Programs

The National Association for State Community Services Programs (NASCSP) is the membership organization for the state offices that administer the Community Services Block Grant (CSBG). NASCSP is committed to advocating and enhancing the leadership role of states in preventing and reducing poverty. NASCSP works to help families reach self-sufficiency in its broadest context, through helping states attain full utilization of their resources and implement an extensive array of services to low-income families, including weatherization, energy assistance, child care, nutrition, employment, state energy programs, job training, and housing in urban, suburban and rural communities. To learn more about NASCSP and for resources on the CSBG Annual Report, check out their website: [www.nascsp.org](http://www.nascsp.org)

### Association of Nationally Certified ROMA Trainers (ANCRT)

[ANCRT](#) provides training and technical assistance to Community Action Agencies, other CSBG Eligible Entities, and other non-profit organizations around the areas of performance measurement and management and all the areas of the ROMA Cycle. Two in-service continuing education sessions are held each year to assure that Nationally Certified ROMA Trainers and Implementers have current knowledge and skills related to ROMA.



The Community Action Network supports two ROMA Professionals: Nationally Certified ROMA Trainers (NCRT) and Nationally Certified ROMA Implementers (NCRI).

Certified Trainers assure standardized knowledge of the basic principles and practices of ROMA across the country. The Nationally Certified ROMA Trainer is able to provide the one-day Introduction to ROMA training that provides the foundation of the CSBG Performance Management Framework. The Trainer is also able to assist in reviewing agency practices to support compliance with the Organizational Standards and helping to create a results-orientation in decision-making, capacity building and achieving the goals of a CAA.



Certified Implementers assist in the integration of ROMA into all of the agency's plans. This should be done in coordination with agency leadership and other appropriate agency staff/board members. The NCRI can better assist in reviewing agency practices to support compliance with the Organizational Standards and help to create a results-orientation to decision-making, capacity building, and achieving the goals of the CAA. For more information about the NCRT and the NCRI and training requirements, please see the [ROMA Peer to Peer website](#).

## ***History of Community Action***

Community Action Agencies were created in 1964 as a part of President Lyndon B. Johnson's War on Poverty through the Economic Opportunity Act. The ultimate purpose of the "Act" was to give an opportunity for upward mobility to those who had been historically unable to participate in the mainstream of American life.



A new Federal Department and a Cabinet seat were created for the Office of Economic Opportunity and Sargent Shriver was named to lead the effort. The Economic Opportunity Act stated that the basic purpose of Community Action was, "to stimulate a better focusing of all available local, State, private and Federal resources upon the goal of enabling low-income families and low-income individuals of all ages, in rural and urban areas, to attain the skills, knowledge, and motivations and secure the opportunities needed for them to become self-sufficient."

Community Action Agencies were purposefully established under a new neutral Department to enable equal access to government funding from all Departments. The wording of the Act to "stimulate a better focusing of all available . . . resources", gave Community Action a primarily catalytic mission: To make the entire community more responsive to the needs and interests of low-income people by mobilizing resources and bringing about greater institutional sensitivity. A Community Action Agency's effectiveness, therefore, is measured not only by the services which it directly provides but, more importantly, by the improvements and changes it achieves in the community's attitudes and practices toward the poor, and in the allocation and focusing of public and private resources for antipoverty purposes.

To carry out this mission effectively, the CAA must work with three significant groups in the community: low-income, public, and private sectors. "The theory of community action was that what poor people needed were new neighborhood based organizations. As it were, there were many government efforts to help the poor- nutrition programs, employment programs, welfare programs- but there was no coordination among them, and no concerted attempt had been made to find out what services the people in the poor neighborhoods most needed. Under community action, the government would set up a kind of planning board in the neighborhood, the board would consult with the poor people there, and, eventually, a mission would emerge. In principle, a Community Action Agency could do anything- it was not an anti-poverty program so much as a mechanism through which new anti-poverty programs would be invented. Also, rather than take on all the traditional functions of a government agency itself, it would be small and would coordinate the work of existing agencies. The only rule was that the solution to the neighborhood's problems could not be imposed from above (that is, from Washington)." \* locally based organization, and an agency designed to help people help themselves.

As the community brings together its diverse resources and talents; leveraging additional public and private resources; enlisting volunteers; involving consumers in problem solving; broadening the circle of economic activity and encouraging participation in public life, the productivity and cohesiveness of the entire community are enhanced and the barriers to economic participation and self-sufficiency are lifted.

A Community Action Agency is a helping hand, not a handout, a locally based organization, and an agency designed to help people help themselves. \*\*

The funding that is designated for Community Action Agencies is the Community Services Block Grant (CSBG). CSBG funds the anti-poverty Community Action Agencies and family self-sufficiency efforts of a nationwide network of over 1,000 community agencies. The CSBG program is administered by the U.S. Department of Health and Human Services, through its Office of Community Services (OCS). CSBG funds are distributed to states on a formula basis. States are required to pass through at least 90 percent of those funds to local “eligible entities,” generally private non-profit Community Action Agencies (CAAs). This block grant was created in 1981, but many Community Action Agencies have been in existence for nearly 50 years. The CSBG Act requires that Community Action Agencies provide the following activities to help low-income persons since passage of the Economic Opportunity Act:

- ***secure and retain meaningful employment***
- ***obtain emergency assistance to meet immediate and urgent family needs;***
- ***remove obstacles to their self-sufficiency;***
- ***achieve greater participation in the affairs of the community;***
- ***attain an adequate education;***
- ***make better use of available income***
- ***obtain and maintain adequate housing and a suitable living environment;***
- ***make more effective use of related programs***

In New York State, the Department of State, Division of Community Services administers the CSBG funds and monitors Community Action Agencies.

In 2015, national Organizational Standards were adopted by OCS. Each state must use the standards as they evaluate Community Action Agencies. In addition, Community Action Agencies are required to use a performance management framework to manage their organization’s performance. Results Oriented Management and Accountability (ROMA) has been developed for this purpose. Use of the ROMA model will impact the services the agency provides and the data each agency collects, as well as how it is collected and analyzed. (See page 12 for more on ROMA.)

CSBG is an essential and unique resource, even though it may be a small part of CAA budgets. Every dollar of CSBG funds received by New York’s Community Action Agencies leverages over \$15 in additional Federal, State, local, and private funds. CSBG funding provides support to integrate other programs and fill service ‘gaps.’ CSBG funding includes resources for employment and training, education, housing, senior services, energy assistance, community development, health, nutrition, Head Start, and other programs that help families escape and remain out of poverty. During FFY 2017, New York State’s CSBG allocation was \$56,005,391; the NYS Community Action network’s non-CSBG funding for that year was \$1,000,229,559. During 2017, 704,406 individuals with low-income received services from Community Action Agencies in New York, including 327,779 children and 56,365 seniors.

*\*Atlantic Monthly Magazine December 1988, The Unfinished War by Nicholas Lemann \*\*www.caajlh.org*



## ***Community Action Code of Ethics***

We, as Community Action professionals, dedicate ourselves to eliminating poverty in the midst of plenty in this nation by opening to everyone the opportunity for education and training; the opportunity for work; and the opportunity to live in decency and dignity; and with respect for cultural diversity, commit ourselves to:

- ✚ Recognize that the chief function of the Community Action movement at all times is to serve the best interests of the poor, thereby serving the best interests of all people.
- ✚ Accept as a personal duty the responsibility to keep up to date on emerging issues and to conduct ourselves with professional competence, fairness, impartiality, efficiency, and effectiveness.
- ✚ Respect the structure and responsibilities of the board of directors, provide them with facts and advice as a basis for their making policy decisions, and uphold and implement policies adopted by the board of directors.
- ✚ Keep the community informed about issues affecting the poor; facilitate communication by the poor with locally elected public officials and the private sector.
- ✚ Conduct our organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication, and compassion
- ✚ Exercise whatever discretionary authority we have under the law to promote the interests of the poor.
- ✚ Lead the Community Action movement with respect, concern, courtesy, and responsiveness, recognizing that service to the poor is beyond service to oneself.
- ✚ Demonstrate the highest standards of personal integrity, truthfulness, honesty, and fortitude in all our Community Action activities in order to inspire confidence and trust in the Community Action movement.
- ✚ Serve in such a way that we do not realize undue personal gain from the performance of our professional duties.
- ✚ Avoid any interest or activity that is in conflict with the conduct of official duties.
- ✚ Respect and protect privileged information to which we have access in the course of official duties.
- ✚ Strive for professional excellence and encourage the professional development of our associates, including those seeking to become Certified Community Action Professionals (CCAP).

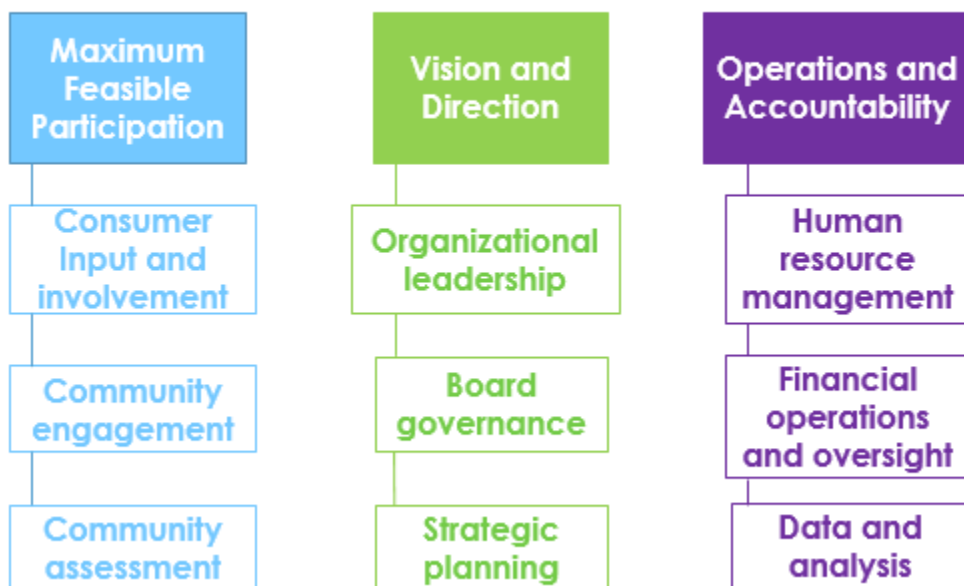
## CSBG Performance Management Framework

In 2012, the Administration for Children and Families (ACF) the Office of Community Services (OCS) began a process to improve the support of high quality services delivery across the CSBG network. As part of a broader effort to increase accountability and achieve results, OCS launched several initiatives: to establish organizational standards for eligible entities, to enhance the CSBG Network's performance and outcomes measurement system for local eligible entities (ROMA), and to create State and Federal-level accountability measures to track and measure organizational performance by State CSBG Lead Agencies and OCS.

### Organizational Standards

In January 2015, OCS released [IM 138 State Establishment of Organizational Standards for CSBG Eligible Entities](#) under 678B of the CSBG Act, 42.U.S.C § 9914. IM 138 provides direction to States, the District of Columbia, U.S. Territories, and CSBG Eligible Entities on how to implement the organizational standards. The Organizational Standards were developed through a highly collaborative process led by the national Community Action Partnership. Work groups were formed that included national partners such as NCAF and NASCSP, state Associations and local Community Action Agencies along with experts in poverty and organizational development. The purpose of the Organizational Standards was to ensure that all eligible entities have appropriate organizational capacity, not only in the critical financial and administrative areas important to all nonprofit and public human service agencies, but also in areas of unique importance for CSBG-funded eligible entities. The standards are categorized in three groups, comprised of nine categories. There are 58 standards for private/non-profit entities and 50 standards for public/governmental entities. The Community Action Partnership has a number of [resources](#) for CAAs including technical assistance guides and webinars.

### THREE THEMATIC GROUPS





## ***State and Federal Accountability Measures***

[State and Federal Accountability Measures](#), which were communicated to the network in October, 2015 through IM #144, are designed to track organizational performance by State CSBG Lead Agencies and OCS. The measures are part of an enhanced framework for accountability and performance management across the CSBG Network. They are intended to create transparency and accountability for performance at the State and Federal levels, and to help OCS and the States identify successful practices and areas for improvement. The ***State Accountability Measures*** capture performance data about the critical activities and functions performed at the State level. They indicate how efficiently and effectively a State implements the activities described in their State plan, and what impact the State's efforts have on the performance of local eligible entities. The ***Federal Accountability Measures*** are tied to the critical roles and responsibilities of OCS, and, where applicable, align with the State measures. The Federal Accountability Measures indicate OCS's effectiveness and efficiency as well as OCS's impact on improving the performance of State Lead CSBG Offices.

## ***Automated CSBG State Plans***

The CSBG State Plan streamlines and automates the prior CSBG Model State Plan content while also incorporating information on Organizational Standards and State Accountability Measures.

## ***American Customer Satisfaction Index (ACSI)***

IM #150, [Use of the American Customer Satisfaction Index to Improve Network Effectiveness](#), was released to the network in August, 2016, and provides information on use of the survey. There are two surveys: One for OCS to collect information from CSBG State Offices and one for State Offices to collect data from CAAs. States are expected to share the survey results with their local agencies and use the survey information, in collaboration with the CAAs, to identify improvement strategies for meeting specific State Accountability Measures.

ACSI survey data is integral to the implementation of the State Accountability Measures as specified in the CSBG State Plan. Reporting on ACSI results is also part of the Annual Report, specifically the State Administration Module, Section B: Statewide Goals and Accomplishments.

OCS uses the ACSI to obtain feedback from the states about services provided by OCS, as detailed in the Federal Accountability Measures. OCS shares the survey results with the states and uses the survey information to identify improvement strategies for meeting the Federal Accountability Measures.

## ***CSBG Annual Report Approved by Office of Management and Budget (OMB)***

The new [CSBG Annual Report](#) marks the largest overhaul of CSBG data collection and reporting since the first comprehensive CSBG Information Survey (CSBG-IS) was developed in 1983. OCS and the CSBG Network – composed of CSBG eligible entities, State CSBG Lead Agencies, State Community Action Associations, national partners, and others – participated in a multi-year effort to update the CSBG Annual Report that was designed to complement ROMA Next Generation and support and complete the CSBG Performance Management Framework. The information in the new CSBG Annual Report will be used at

local, State, and national levels to improve performance, track results from year to year and assure accountability for critical activities and outcomes at each level of the CSBG network. The CSBG Annual Report includes an updated and refined set of CSBG outcome measures. These elements are designed to increase accountability across all three levels of the network (Federal, State and local) and to enable program administrators at all levels to make better program decisions based on data.

The new CSBG Annual Report (AR) Approved by OMB on 1/12/17 includes:

- ❖ Connection with the Automated State Plans
- ❖ Identification of State Accountability Measures
- ❖ Reports on American Customer Satisfaction Index
- ❖ Reports on Organizational Standards for Local CAAs
- ❖ New National Performance Indicators for Communities, Families and Individuals
- ❖ Identification of Services for Families and Individuals and Strategies for Communities
- ❖ Report on Interaction of State and local Eligible Entities regarding performance of full ROMA Cycle
- ❖ Inclusion of a National Theory of Change for Community Action

[IM #152](#) provides CSBG State Offices and local CAAs with guidance on implementing the annual report. NASCSP has released a [number of resources](#) for CAAs to help them with the Annual Report including a lexicon and a Module 3 checklist.

### ***Results Oriented Management and Accountability (ROMA)***

ROMA was created in 1994 by a 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 1,000 local Community Action Agencies and a basis for state leadership and assistance toward those ends. ROMA provides CAAs with a unique ability to identify and track the results and impact (outcomes) of the services they provide.

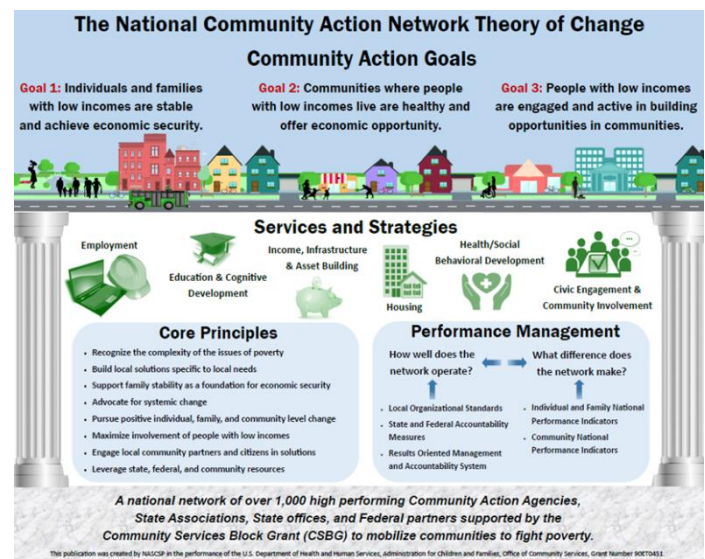
In the CSBG Reauthorization Act, ROMA is defined as “A sound management practice that integrates outcomes/results into a Community Action Agency’s administration, management, operation and evaluation of programs and services.” [Six national goals](#) were developed by the MATF. These goals served the network well for several years. With the National Community Action Theory of Change, Community Action now has three national goals referenced earlier in this manual.

“**ROMA Next Generation**” is a way of talking about an increased focus on the elements of ROMA in the context of the OCS Performance Management Framework. It is also about using some new tools to assure the network is implementing the full ROMA Cycle to achieve results for individuals, families and communities. It builds on the foundational principles of ROMA identified in the Introduction to ROMA Curriculum. Key elements [ROMA Next Generation](#) include:

- ✚ Adoption of a **National Community Action Theory of Change**.
  - Support for creation of **local Theories of Change** to improve strategic planning and implementation of services and strategies that will produce outcomes.
- ✚ Renewal of the CSBG network commitment to working toward **community change** as well as individual and family outcomes.
- ✚ Focus on **improved use of data** and increased facility with the collection, analysis and use of data at every point of the full ROMA Cycle.
- ✚ **Integration of all of the phases of the ROMA Cycle** for continuous improvement.
- ✚ **Increased connection** of identified needs, populations served, services and strategies implemented, and documentation of outcomes using standard indicators of performance
- ✚ **Integration of all aspects of the Performance Management Framework** (CSBG State Plan, Organizational Standards, State and Federal Accountability Measures, ACSI, Annual Report with new National Performance Indicators, and the Congressional Report)

## Theory of Change

A Theory of Change (TOC) is a conceptual road map for how an organization expects to achieve its intended impact. While similar to a logic model (which has detailed information about needs, activities, inputs, outputs, outcomes, and indicators), a Theory of Change demonstrates the “big picture” about how all of these components work together. It also includes the core principles of the network, identification of strategies and services, and how the network will convert their organizational and financial resources into the desired results. To read more about the national Theory of Change, see the [Theory of Change FAQs](#). NASCSP has created an [interactive presentation](#) of the Theory of Change.



[The National Community Action Theory of Change](#) includes our **three national goals** (which replaced the previous six national goals) was developed as a way to explain what Community Action is as a network. Our Theory of Change:

- ✚ Describes the elements of a common framework Community Action Agencies (CAAs) use to produce change.
- ✚ Portrays the broad picture of Community Action: long term goals, core principles, and system capacity.
- ✚ Identifies the assumptions and core principles that guide the design of services and strategies to reach the long-term goals it hopes to achieve.

- ✚ Demonstrates commitment to accountability for the entire network through the Performance Management Framework and specifically to agency excellence through the Organizational Standards.
- ✚ Connects the foundation of a high performing national network to the services and strategies implemented by local CAAs in order to achieve the national Community Action goals.

## ***Federal and NYS Statutes and Laws***

Community Action Agencies have to comply with an array of laws, both state and federal. Below is a list of laws with links to websites for further information.

### **Federal**

#### ❖ **Community Services Block Grant Act Reauthorization**

[The CSBG Act](#) was last authorized in 1998.

#### ❖ **Uniform Guidance**

All Community Action Agencies must comply with the Uniform Guidance. In 2013, the Federal Office of Management and Budget (OMB) issued final **guidance** on administrative requirements, cost principles and audit requirements for federal awards (which includes research grant awards). The Uniform Guidance was officially implemented in December 2014 by the Council on Financial Assistance Reform (COFAR). For complete information on the Uniform Guidance, refer to the following website: <https://www.grants.gov/learn-grants/grant-policies/omb-uniform-guidance-2014.html>

### **New York State**

- ❖ [NY Not for Profit Corporation Law](#)
- ❖ [NYS Executive Law, Article 6D: Community Services Block Grant Program](#)
- ❖ [The Nonprofit Revitalization Act of 2013](#)

[The Nonprofit Revitalization Act](#) is the first overhaul of the laws governing New York's nonprofits in almost fifty years. The Act, which took place on July 1, 2014, amends numerous sections of the New York Not-for-Profit Corporation Law and several sections of other New York laws. The Act is based on recommendations submitted to the Attorney General ("AG") by the Leadership Committee on Nonprofit Revitalization. The Leadership Committee, which consists of a diverse array of nonprofit leaders and attorneys, was convened by the AG in 2011 to foster a unique partnership between government and the nonprofit sector and bring about meaningful reform. The Act was amended in 2016; those amendments took place in 2017. Here is a resource that includes the 2016 amendments to the Act: [Nonprofit Revitalization Act FAQs](#)

## ❖ NYS Grants Gateway

The [Grants Gateway](#) went live on May 15th, 2013 and all opportunities can be found in the Grant Opportunity Portal. The New York State Grants Gateway is the primary outlet for State agencies to post upcoming and available funding opportunities. The Portal offers a simple way to search for available and anticipated grant opportunities, download grant opportunities, and register to receive email notifications when specific types of grant opportunities are posted.

Not-for-profits register on the gateway and complete an online Prequalification Application. Agencies upload basic organizational documents and are secured in the Document Vault where they will be accessible to all State agencies. The Document Vault provides agencies a secure online repository to store and share commonly requested documents with State agencies.

## ***Federal Guidance***

### ***Information Memoranda (IM)***

The Office of Community Services, Division of State Assistance, publishes Information Memoranda (IM) for distribution to CSBG program administrators. An Information Memoranda (IM) provides guidance to assist in implementing the CSBG legislation, program instruction and policy clarification, in addition to disseminating information and program practices to stakeholders. The IM numbering system is chronological. The higher number reflects the most recently release IM. IMs are released to State CSBG Lead Agencies, State Community Action Associations, CAA Executive Directors/CEOs and other nonprofit agencies receiving CSBG funds.



The IMs listed below are ones to which Executive Directors/CEOs in CAAs should pay particular attention. You will also want to view all IMs which can be located on the Office of Community Services [website](#).

- [IM No. 152 CSBG Annual Report](#),
- [IM No. 150 Use of the American Customer Satisfaction Index \(ACSI\) to Improve Network Effectiveness](#)
- [IM No. 149 Strengthening Outcomes Through Two-Generation Approaches](#),
- [IM No. 144 CSBG State and Federal Accountability Measures and Data Collection Modernization](#)
- [IM No. 143 Use of CSBG Resources to Support Information and Referral for Affordable Care Act \(ACA\) Benefits and Services](#)
- [IM No. 138 State Establishment of Organizational Standards for CSBG Eligible Entities](#),
- [IM No. 135 Federal Matching Requirements HUD McKinney-Vento](#)
- [IM No. 116 Corrective Action, Termination, or Reduction of Funding](#)

- [IM No. 82 Tripartite Boards](#)
- [IM No. 49 Program Challenges, Responsibilities and Strategies, FY 2001-2003,](#)
- [IM No. 37 Definition and Allowability of Direct and Administrative Cost Block Appropriation and Allocations](#)

## ***Community Action Agencies in New York State***

### **Albany County – Albany Community Action Partnership**

333 Sheridan Avenue  
Albany, NY 12206  
p. 518.463.3175  
w. <https://www.albanycap.org/>

### **Allegany County – ACCORD Corporation**

84 Schuyler Street  
Belmont, NY 14813  
p. 585.268.7605  
w. <http://www.accordcorp.org/>

### **Bronx County – New York City Department of Youth and Community Development**

2 Lafayette Street, 18<sup>th</sup> Floor  
New York, NY 10007  
p. 646.343.6450  
w. <https://www1.nyc.gov/site/dycd/index.page>

### **Broome County – Opportunities for Broome, Inc.**

5 West State Street  
Binghamton, NY 13901  
p. 607.723.6493  
w. <http://www.ofbonline.org/>

### **Cattaraugus County – Cattaraugus Community Action, Inc.**

25 Jefferson Street  
Salamanca, NY 14779  
p. 716.945.1041  
w. <http://www.ccaction.org/>

### **Cayuga County – Community Action Programs, Cayuga/Seneca**

89 York Street, Suite 1  
Auburn, NY 13021  
p. 315.255.1703  
w. <http://www.cscaa.com/>

### **Chautauqua County – Chautauqua Opportunities, Inc.**

17 West Courtney Street  
Dunkirk, NY 14048  
p. 716.366.3333  
w. <https://www.chautauquaopportunities.com/>

### **Chemung County – Economic Opportunity Program of Chemung and Schuyler Counties**

650 Baldwin Street  
Elmira, NY 14901  
p. 607.734.6174  
w. <http://www.cseop.org/>

### **Chenango County – Opportunities for Chenango, Inc.**

44 West Main Street  
Norwich, NY 13815  
p. 607.334.7114  
w. Website is broken due to phishing  
[www.ofcinc.org](http://www.ofcinc.org)

### **Clinton County – Joint Council for Economic Opportunity of Clinton and Franklin Counties, Inc.**

54 Margaret Street  
Plattsburgh, NY 12901  
p. 518.561.6310  
w. <https://www.jceo.org/>

### **Columbia County – Columbia Opportunities, Inc.**

540 Columbia Street  
Hudson, NY 12534  
p. 518.828.4611  
w. <http://www.columbiaopportunities.org/>

### **Cortland County – Cortland County Community Action Program, Inc.**

32 North Main Street  
Cortland, NY 13045  
p. 607.753.6781  
w. <http://www.capco.org/>



**Delaware County – Delaware Opportunities, Inc.**

35430 State Highway 10

Hamden, NY 13782

p. 607.746.1600

w. <http://www.delawareopportunities.org/>

**Dutchess County – Community Action Partnership for Dutchess County**

77 Cannon Street

Poughkeepsie, NY 12601

p. 845.452.5104

w. <http://www.dutchesscap.org/>

**Erie County – Community Action Organization of Western New York**

45 Jewett Avenue, Suite 150

Buffalo, NY 14214

p. 716.881.5150

w. <http://www.caowny.org/>

**Essex County – Adirondack Community Action Programs, Inc.**

P.O. Box 848

7572 Court Street, Suite 2

Elizabethtown, NY 12932

p. 518.873.3207

w. <http://acapinc.org/>

**Franklin County – Joint Council for Economic Opportunity of Clinton and Franklin Counties, Inc.**

54 Margaret Street

Plattsburgh, NY 12901

p. 518.561.6310

w. <https://www.jceo.org/>

**Fulton County – Fulmont Community Action Agency, Inc.**

P.O. Box 835

County Annex Building

Park Street

Fonda, NY 12068

p. 518.853.3011

w. <http://www.fulmont.org/>

**Genesee County – Community Action of Orleans and Genesee**

409 East State Street

Albion, NY 14411

p. 585.589.5605

w. <http://www.caoginc.org/>

**Greene County – Community Action of Greene County, Inc.**

7856 Route 9W

Catskill, NY 12414

p. 518.943.9205

w. <https://cagcny.org/>

**Hamilton County – Warren-Hamilton Counties Community Action Agency**

190 Maple Street

Glens Falls, NY 12801

p. 518.793.0638

w. <http://www.wahacaa.org/>

**Herkimer County – Mohawk Valley Community Action Agency, Inc.**

9882 River Road

Utica, NY 13502

p. 315.624.9930

w. <https://www.mvcaa.com/>

**Jefferson County – Community Action Planning Council of Jefferson County, Inc.**

518 Davidson Street

Watertown, NY 13601

p. 315.782.4900

w. <http://www.capcjc.org/>

**Kings County – New York City Department of Youth and Community Development**

2 Lafayette Street, 18<sup>th</sup> Floor

New York, NY 10007

p. 646.343.6450

w. <https://www1.nyc.gov/site/dycd/index.page>



**Lewis County – Lewis County Opportunities, Inc.**

8265 State Route 812

Lowville, NY 13367

p. 315.376.8202

w. <http://www.lewiscountyopportunities.com/>

**Livingston County – Livingston County Office of Workforce Development**

6 Court Street, Room 305

Geneseo, NY 14454

p. 585.243.7047

w.

<http://www.co.livingston.state.ny.us/285/Workforce-Development>

**Madison County – Community Action Partnership for Madison County, Inc.**

P.O. Box 249

3 East Main Street

Morrisville, NY 13408

p. 315.684.3144

w. <http://www.capmadco.org/>

**Monroe County – Action for a Better Community, Inc.**

550 East Main Street

Rochester, NY 14604

p. 585.325.5116

w. <http://www.abcinfo.org/>

**Monroe County – PathStone**

400 East Avenue

Rochester, NY 14607

p. 585.340.3300

w. <http://pathstone.org/>

**Montgomery County – Fulmont Community Action Agency, Inc.**

P.O. Box 835

County Annex Building

Park Street

Fonda, NY 12068

p. 518.853.3011

w. <http://www.fulmont.org/>

**Nassau County – EOC of Nassau County**

134 Jackson Street

Hempstead, NY 11550

p. 516.292.9710

w. <https://www.eoc-nassau.org/>

**New York County – New York City Department of Youth and Community Development**

2 Lafayette Street, 18<sup>th</sup> Floor

New York, NY 10007

p. 646.343.6450

w. <https://www1.nyc.gov/site/dycd/index.page>

**Niagara County – Niagara Community Action Program, Inc.**

1521 Main Street

Niagara Falls, NY 14305

p. 716.285.9681

w. <http://www.niagaracap.org/>

**Oneida County – Mohawk Valley Community Action Agency, Inc.**

9882 River Road

Utica, NY 13502

p. 315.624.9930

w. <https://www.mvcaa.com/>

**Onondaga County – PEACE, Inc.**

217 South Salina Street, 2<sup>nd</sup> Floor

Syracuse, NY 13202

p. 315.470.3300

w. <http://www.peace-caa.org/>

**Ontario County – Action for a Better Community, Inc.**

550 East Main Street

Rochester, NY 14604

p. 585.325.5116

w. <http://www.abcinfo.org/>

**Orange County – RECAP**

40 Smith Street

Middletown, NY 10940

p. 845.342.3978

w. <http://www.recap.org/>

**Orleans County – Community Action of Orleans and Genesee**

409 East State Street

Albion, NY 14411

p. 585.589.5605

w. <http://www.caoginc.org/>

**Oswego County – Oswego County Opportunities, Inc.**

239 Oneida Street

Fulton, NY 13069

p. 315.598.4717

w. <http://www.oco.org/>

**Otsego County – Opportunities for Otsego, Inc.**

3 West Broadway

Oneonta, NY 13820

p. 607.433.8000

w. <http://www.ofoinc.org/>

**Putnam County – Westchester Community Opportunity Program, Inc.**

2 Westchester Plaza

Elmsford, NY 10523

p. 914.592.5600

w. <http://www.westcop.org/>

**Queens County – New York City Department of Youth and Community Development**

2 Lafayette Street, 18<sup>th</sup> Floor

New York, NY 10007

p. 646.343.6450

w. <https://www1.nyc.gov/site/dycd/index.page>

**Rensselaer County – CEO**

2331 Fifth Avenue

Troy, NY 12180

p. 518.272.6012

w. <http://www.ceoempowers.org/>

**Richmond County – New York City Department of Youth and Community Development**

2 Lafayette Street, 18<sup>th</sup> Floor

New York, NY 10007

p. 646.343.6450

w. <https://www1.nyc.gov/site/dycd/index.page>

**Rockland County – WESTCOP at Rockland Community Action Partnership**

37 Clove Avenue

Haverstraw, NY 10927

p. 845.553.9118

w. <http://www.westcop.org/>

**Saratoga County – Saratoga County EOC, Inc.**

P.O. Box 169

39 Bath Street

Ballston Spa, NY 12020

p. 518.288.3206

w. <http://saratogaeoc.org/>

**Schenectady County – Schenectady Community Action Program, Inc.**

913 Albany Street

Schenectady, NY 12307

p. 518.374.9181

w. <http://www.scapny.org/>

**Schoharie County – Schoharie County Community Action Program**

795 East Main Street, Suite 5

Cobleskill, NY 12043

p. 518.234.2568

w. <http://www.sccapinc.org/>

**Schuyler County – Economic Opportunity Program of Chemung and Schuyler Counties**

650 Baldwin Street

Elmira, NY 14901

p. 607.734.6174

w. <http://www.cseop.org/>

**Seneca County – Community Action Programs, Cayuga/Seneca**

89 York Street, Suite 1

Auburn, NY 13021

p. 315.255.1703

w. <http://www.cscaa.com/>

**St. Lawrence County – St. Lawrence County  
Community Development Program, Inc.**

One Commerce Lane  
Canton, NY 13617  
p. 315.386.1102  
w. <http://slccdp.org/>

**Steuben County – Pro Action of Steuben and  
Yates, Inc.**

117 East Steuben Street  
Bath, NY 14810  
p. 607.776.2125  
w. <http://proactioninc.org/>

**Suffolk County – EOC of Suffolk**

31 West Main Street, Suite 300  
Patchogue, NY 11772  
p. 631.289.2124  
w. <https://eoc-suffolk.com/>

**Sullivan County – Ulster County Community  
Action**

70 Lindsley Avenue  
Kingston, NY 12401  
p. 845.338.8750  
w. <http://uccac.org/>

**Tioga County – Tioga Opportunities, Inc.**

9 Sheldon Guile Boulevard  
Owego, NY 13827  
p. 607.687.4222  
w. <http://www.tiogaopp.org/>

**Tompkins County – Tompkins Community  
Action, Inc.**

701 Spencer Road  
Ithaca, NY 14850  
p. 607.273.8816  
w. <http://www.tcactionweb.org/joomla/>

**Ulster County – Ulster County Community  
Action, Inc.**

70 Lindsley Avenue  
Kingston, NY 12401  
p. 845.338.8750  
w. <http://uccac.org/>

**Warren County – Warren-Hamilton Counties  
Community Action Agency**

190 Maple Street  
Glens Falls, NY 12801  
p. 518.793.0638  
w. <http://www.wahacaa.org/>

**Washington County – L.E.A.P.**

383 Broadway  
Fort Edward, NY 12828  
p. 518.746.2390  
w. <http://www.leapservices.org/>

**Wayne County Action Program, Inc.**

159 Montezuma Street  
Lyons, NY 14489  
p. 315.665.0131  
w. <http://www.waynecap.org/>

**Westchester County – Westchester Community  
Opportunity Program, Inc.**

2 Westchester Plaza  
Elmsford, NY 10523  
p. 914.592.5600  
w. <http://www.westcop.org/>

**Westchester County – Yonkers Community  
Action Program, Inc.**

20 South Broadway, Suite 420  
Yonkers, NY 10701  
p. 914.423.5905  
<http://disabled.westchestergov.com/yonkers-community-action-program>

**Wyoming County – Wyoming County  
Community Action, Inc.**

6470 Route 20A, Suite 1  
Perry, NY 14530  
p. 585.237.2600  
w. <http://www.wccainc.org/>

**Yates County – Pro Action of Steuben and  
Yates, Inc.**

117 East Steuben Street  
Bath, NY 14810  
p. 607.776.2125  
w. <http://proactioninc.org/>

## ***Resources***

These are just a few of the resources available from the CSBG national partners.

### ***Governance***

[Dynamic Duo: A Guide to Enhancing the Board and Executive Director Leadership](#)

[Organizational Standards Technical Assistance Guide – Category 5: Board Governance](#)

[Organizational Standards Technical Assistance Guide – Category 5: Board Governance \(Public\)](#)

[Organizational Standards and Community Action Boards](#)

[CSBG Organizational Standards – Calendar of Board Actions](#)

[Audit Essential What Every Board Needs to Know](#)

[CAPLAW Board Head Start Checklist](#)

[CAPLAW Board Procedures Best Practice Checklist](#)

[ROMA for Boards Training Series](#)

### ***Financial Management***

[Fiscal Fundamentals for Executive Directors](#)

[Organizational Standards Technical Assistance Guide – Category 8: Financial Operations & Oversight](#)

[CAPLAW An Executive Director's Guide to Financial Leadership](#)

### ***Leadership and Management***

[Utilizing a Strengths Based Approach to Implement ROMA Throughout the CAA](#)

[Preparing for Your Community Action Agency's Future — Part 1: Organizational Sustainability Planning Guide](#)

[Preparing for Your Community Action Agency's Future — Part 2: Executive Succession Planning Guide](#)

[Preparing for Your Community Action Agency's Future — Part 3: Executive Transition Management Guide](#)

[Batter Up! — Building Your Leadership Bench](#)

[Monitoring Map for CAAs](#)

[Organizational Standard Technical Assistance Guides](#)

[Commonly Faced CSBG Monitoring Findings and Potential Approaches](#)

[Risk Assessment Portal](#)

[Community Action & Head Start - Cases of Integration](#)

[Head Start and Community Action Integration Resource Guide](#)

[Crosswalk- CSBG Organizational Standards and Head Start Performance Standards](#)

[Community Needs Assessment Resources](#)

## *Useful Acronyms*



- **ABE** Adult Basic Education
- **ACF** Administration for Children and Families
- **ACROS** Annual Compliance Review of Organizational Standards
- **ACSI** American Customer Satisfaction Index
- **ANCRT** Association of Nationally Certified ROMA Trainers
- **CAA** Community Action Agency
- **CAP** Community Action Partnership
- **CAPLAW** Community Action Program Legal Services, Inc.
- **CCAP** Certified Community Action Professional
- **CFR** Code of Federal Regulation
- **CSBG** Community Services Block Grant
- **DCS** Division of Community Services
- **DOE** Department of Energy, Federal
- **DOH** NYS Department of Health
- **DOS** Department of State
- **DSS** Department of Social Services
- **ESOL** English for Speakers of Other Languages
- **HCR** New York State Homes and Community Renewal
- **HEAP** Home Energy Assistance Program
- **HHS** U.S. Department of Health and Human Services
- **HPRP** Homelessness Prevention and Rapid Re-Housing Program
- **HSE** High School Equivalency
- **HUD** Department of Housing and Urban Development
- **IDA** Individual Development Account
- **IM** Information Memoranda
- **LEP** Limited English Proficiency
- **LIFE** Low-income Forum on Energy
- **LIHEAP** Low-income Home Energy Assistance Program
- **MATF** Monitoring and Assessment Task Force
- **NASCSP** National Association for State Community Services Programs
- **NCRI** Nationally Certified ROMA Implementer

- **NCRT** Nationally Certified ROMA Trainer
- **NCAF** National Community Action Foundation
- **NOEP** Nutrition Outreach and Education Program
- **NYSCAA** New York State Community Action Association
- **NYSERDA** New York State Energy Research and Development Authority
- **NYSWDA** New York State Weatherization Directors Association
- **OASAS** New York State Office of Alcoholism and Substance Abuse Services
- **OCFS** New York State Office of Children and Family Services
- **OCS** Office of Community Services of the US Department of Health & Human Services, Administration for Children & Families
- **OFA** New York State Office for the Aging
- **OMB** Office of Management and Budget, Federal
- **OMH** New York State Office of Mental Health
- **OPDD** New York State Office for People with Developmental Disabilities
- **OSHA** Occupational Safety and Health Administration
- **OTDA** New York State Office of Temporary and Disability Assistance
- **PSC** Public Service Commission
- **RFP** Request for Proposals
- **ROI** Return on Investment
- **ROMA** Results Oriented Management and Assessment
- **RPIC** Regional Performance and Innovation Consortium
- **SBC** System Benefit Charge
- **SIR** Savings to Investment Ratio
- **SNAP** Supplemental Nutritional Assistance Program
- **TANF** Temporary Assistance for Needy Families
- **TOC** Theory of Change
- **TRACS** Triennial Review for Accountability and Compliance with Standards
- **TTA** Training and Technical Assistance
- **UFS** Unaudited Financial Statement
- **VITA** Volunteer Income Tax Assistance
- **WAP** Weatherization Assistance Programs
- **WPN** Weatherization Public Notice