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JEFFERSON PARISH
COMMUNITY ACTION PROGRAM
PERFORMANCE REVIEW
TOGETHER WITH AN
AGREED UPON PROCEDURES REPORT

RECEIVED
JEFFERSON PARISH
AUG 14 1996

Under provisions of state law, this report is a public document. A copy of the report has been submitted to the audited, or reviewed, entity and other appropriate public officials. The report is available for public inspection at the Baton Rouge office of the Legislative Auditor and, where appropriate, at the office of the parish clerk of court.

Release Date 8-14-96

**JEFFERSON PARISH
COMMUNITY ACTION PROGRAM**

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**JEFFERSON PARISH
COMMUNITY ACTION PROGRAM**

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ACCOUNTANTS' REPORT

To The Council Members of
Jefferson Parish,

At your request, we have performed certain agreed-upon procedures, as enumerated below, with respect to the Jefferson Parish Community Action Program (JeffCAP). These procedures, which were specified by the Council of Jefferson Parish and JeffCAP, were performed solely to assist you. This report is solely for your information and should not be used by those who did not participate in determining the procedures.

- Reviewed the guidelines governing the funds received;
- Obtained an understanding of the organizational structure and flow of information;
- Gained an understanding of the community outreach procedures currently utilized;
- Analyzed the budget to actual variances for all significant grants received; and
- Compared JeffCAP to two other Community Action Agencies within the State of Louisiana.

Our objectives in this engagement were to formulate recommendations on how federal and state grant resources can be fully utilized by JeffCAP, solicit input from JeffCAP's staff on program improvements, identify avenues to increase public awareness regarding the availability of programs and review the procedures utilized to advertise, allocate, and distribute resources available to the JeffCAP program.

Our procedures and recommendations made are detailed throughout our report.

In performing our procedures, we relied on the accuracy and reliability of the historical data. We did not audit or review this information, and therefore, do not express an opinion or any other form of assurance on it. Had we performed additional procedures or had we conducted an audit of the information obtained in accordance with generally accepted auditing standards, matters might have come to our attention that would have been reported to you.

We are presenting this report to the Jefferson Parish Council and the Executive Director of JeffCAP in connection with the performance of our agreed-upon procedures. This report should not be used for any other purpose.



New Orleans, Louisiana
January 31, 1996



New Orleans, Louisiana
January 31, 1996

**JEFFERSON PARISH
COMMUNITY ACTION PROGRAM**

EXECUTIVE SUMMARY

The two firms, Luther C. Speight & Company and Bruno & Tervalon, were engaged by the Jefferson Parish Council to conduct a performance audit of the Jefferson Parish Community Action Program (JeffCAP). Our objective in this engagement was to formulate recommendations on how federal and state grant resources can be fully utilized by JeffCAP, solicit input from JeffCAP's staff on program improvements, increase public awareness regarding the availability of programs, and review the procedures utilized to advertise, allocate, and distribute resources available to JeffCAP.

Our engagement was performed in two phases. The first phase consisted of performing interviews of JeffCAP management and staff personnel, as well as visiting the Neighborhood Service Centers and performing observations. We also reviewed and analyzed the Program's fiscal and programmatic documentation. The second phase consisted of comparing JeffCAP to two (2) other Community Action Programs selected upon consultation with JeffCAP's management.

PHASE I

As a result of our engagement we noted that JeffCAP has not fully utilized its available federal funding. Over the past three years the Program has consistently returned unspent funds to the federal government, particularly in the Headstart Program. In addition, opportunities exist to improve Program operations through:

Enhanced Budgetary Reporting & Accountability

Improved Organizational Structure & Reporting Lines

Improved Coordination of Community Outreach

The following sections of our report provide detailed information regarding these areas and others, as well as our recommendations.

The following is a summarization of our recommendations as a result of the agreed upon procedures performed:

- JeffCAP should enhance independent fiscal and programmatic monitoring through:
 - budgetary responsibilities to management and it's community action board.
 - the development of a teacher pool for its Head Start Program
- JeffCAP should enhance the coordination of funds received to activities provided.
- JeffCAP should implement operating budgets for Neighborhood Service Centers and the Head Start Center.
- JeffCAP should consider of revision of their organizational chart in an effort to enhance the lines of communication between the service centers, department coordinators, grant fiscal managers, and etc.
- JeffCAP should enhance and coordinate advertising.
- JeffCAP should automate the tracking of its participants.
- JeffCAP should enhance the interpretation of the Needs Survey

PHASE II

As a result of the procedures performed we have provided the following recommendations for improvement in the areas of recruitment, participant selection, service record and organizational structure. The primary focus of these recommendations involve:

- Expansion of the participant recruitment process via door-to-door canvassing, pre-recorded telephone accessible information lines and distribution of printed information material.
- Expediting and facilitating the participant registration process.
- Tracking of expenditures and the allocation of available resources to benefit the targeted population, and to fully utilize available funding.
- Utilization of delegate agencies via fixed fee contracts to enhance JeffCAP's ability to maximize its funding capacity and also increase the number of participants served.
- Establishment of cost centers to provide a better benchmark for the assessment of each center's efficiency and effectiveness.
- Development of specific departmental goals and objectives.

**JEFFERSON PARISH
COMMUNITY ACTION PROGRAM**

BACKGROUND

GENERAL BACKGROUND

The Jefferson Parish Community Action Program (JeffCAP) was founded in 1965. JeffCAP was established for the following purposes:

- the promotion and development of economic opportunity in Jefferson Parish;
- the provision of services, directly and indirectly, to those in need of increased economic opportunity;
- to promote the education and welfare of the people of Jefferson Parish; and
- to mobilize such human and financial resources as may be available to combat poverty in Jefferson Parish.

CURRENT OPERATIONS

JeffCAP currently operates four (4) Neighborhood Service Centers (NSC). The Dorothy Watson and Shrewsbury Centers serve the East Bank. The Webeo and Marrero - Harvey Centers serve the West Bank. JeffCAP's NSC offer services in Employment Counseling, Community Organization, Health Information, Consumer Education and many more services designed to encourage self-sufficiency.

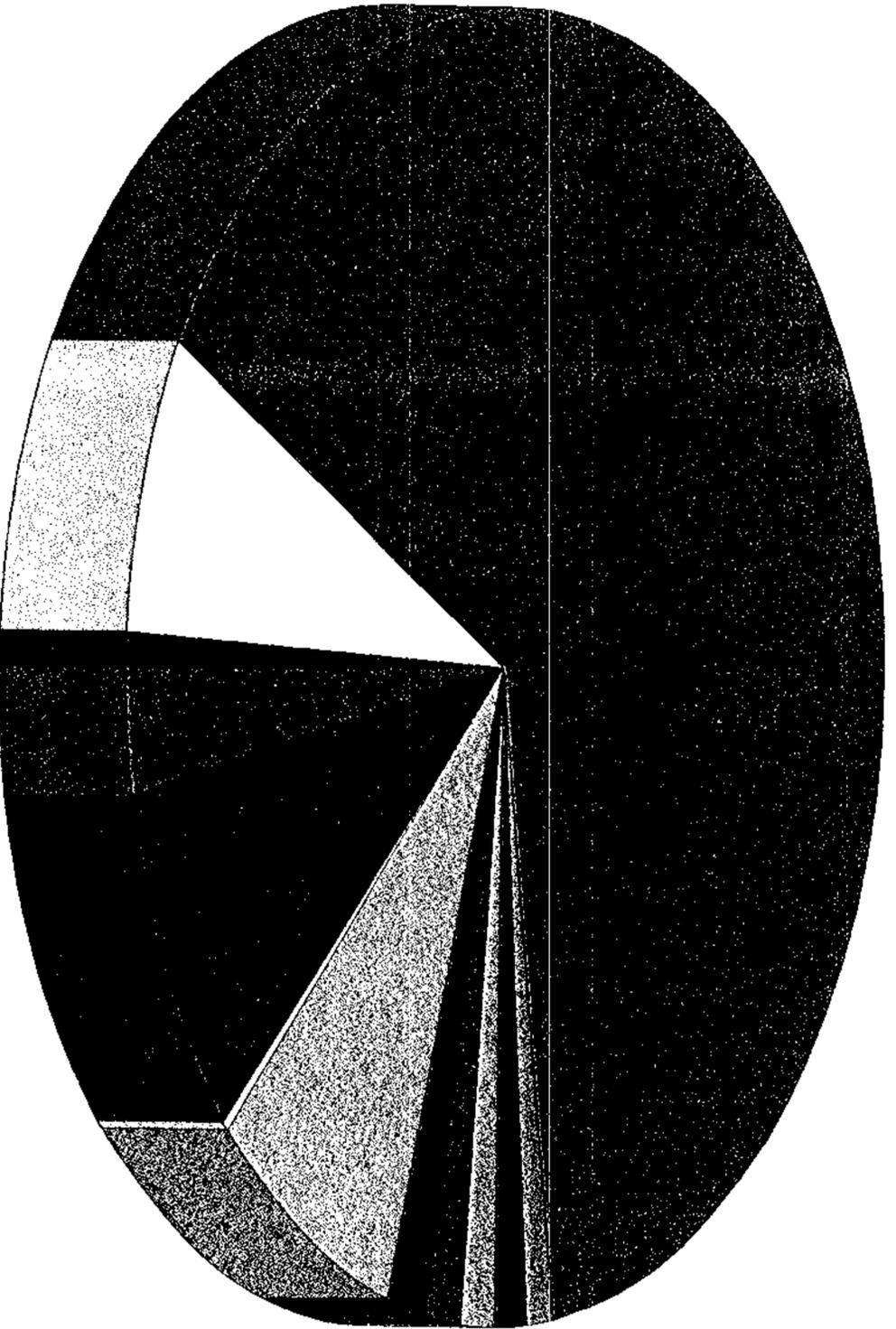
In addition to the four (4) NSC, JeffCAP also operated six (6) Head Start Centers which are located throughout the parish of Jefferson. Activities at the Head Start Centers are designed to enhance the entire family, especially in areas of nutrition and parenting skills.

Grants from federal and state agencies are the primary source of funding for JeffCAP. It receives federal funds from such agencies as; the Department of Health and Human Services, Department of Energy, and Department of Education.

The following is a brief synopsis of the programs offered by JeffCAP during fiscal year 1995 and there primary funding source. (For an illustration of the awarded amounts by funding source, see **Appendix I.**)

APPENDIX I

LEVEL OF FUNDING BY PROGRAM



- CSBG
- CSBG - HOMELESS
- HEAD START
- LIHEAP
- RSVP
- DOE WEATHERIZATION
- FDCH
- COMMODITIES
- HEAD START FOOD
- CD HOUSING
- CD WEATHERIZATION
- FEMA

Head Start - This program is a pre-school program designed for children of low-income families. Through personalized educational, medical, social and nutritional plans, children are provided with in-depth physical and mental development. The Head Start program receives its funding from the Department of Health and Human Services and the Department of Agriculture.

LJHEAP Weatherization - Weatherization is the process by which inadequate housing is made more comfortable and energy efficient. This is done through the installation of doors, windows, insulation, weather stripping, and the caulking of cracks and holes. LJHEAP Weatherization's only source of funding is the Department of Energy.

Community Food & Nutrition (CFN) - This program was established to help defray the basic food costs for needy families in Jefferson Parish by providing \$25 in food vouchers to qualified applicants. The Community Food & Nutrition program is funded by a grant from the Community Services Block Grant.

The Retired & Senior Volunteer Program (RSVP) - This program provides volunteer opportunities for retired and senior persons, age 55 and over, with a myriad of experience and interests from all economic, educational, and social backgrounds to serve on a regular basis in a variety of settings throughout their communities. The Retired & Senior Volunteer Program is funded by a grant from the Louisiana Governor's Office of Elderly Affairs.

USDA Commodities Distribution - Using commodities supplied by the United States Department of Agriculture, and the Federal Emergency Management Agency (FEMA), JeffCAP is able to sponsor commodities distributions throughout the year. These periodic distributions provide aid to needy families in times of emergency and provide dietary supplements to the elderly. This program is entirely dependent on the Department of Agriculture for funding.

FEMA Emergency Shelter Program - Through the operation of the Federal Emergency Management Assistance Shelter Program, needy local residents are provided with rental and utilities payments and temporary food supplies. All funding for this program comes from the Federal Emergency Management Agency.

FEMA Emergency Utilities Program - Through the operation of the Federal Emergency Management Assistance Utilities Program, JeffCAP is able to make payment for the utilities of eligible low-income families in emergency situations. Provisions of services for this program are contingent upon funding from federal, state, and parish sources. This program is funded by the Federal Emergency Management Agency.

Community Service Block Grant (CSBG) - Homeless Prevention, Homeless Assistance - This assistance program provides services to the elderly, handicapped and low income persons. It's purpose is to encourage self-sufficiency for qualified applicants. Funds for this program are awarded by the Department of Health and Human Services.

Project S.A.N.E. - Summer, Activities, Nutrition and Experiences - This program encompasses summer activities along with motivational experiences for low-income children ages 5 to 13. Funds for this program are distributed to JeffCAP via a Community Service Block Grant to cover administrative cost. However the primary funding that supports this program is received from private donations.

**JEFFERSON PARISH
COMMUNITY ACTION PROGRAM**

SCOPE OF SERVICES

Our objectives for this engagement are as follows:

- to formulate recommendations on how grant resources can be fully utilized by JeffCAP,
- to solicit input from JeffCAP's staff on program improvements, increase public awareness regarding the availability of programs,
- review the procedures utilized to advertise, allocate, and distribute resources available to JeffCAP.

In order to make recommendations related to the aforementioned objectives we performed the following agreed-upon procedures:

PHASE I

- Analyzed the budget to actual variances for all significant grants received;
- Reviewed the guidelines governing the funds received;
- Assessed performance measurements
- Obtained an understanding of the organizational structure and flow of information;
- Gained an understanding of the community outreach procedures currently utilized;

PHASE II

- Compared JeffCAP to two other Community Action Agencies within the State of Louisiana and made recommendations on how to improve the effectiveness in terms of participant recruitment, participant selection, service record and organizational structure.

PHASE I

**JEFFERSON PARISH
COMMUNITY ACTION PROGRAM**

PROCEDURES PERFORMED & RECOMMENDATIONS

REVIEWED THE GUIDELINES GOVERNING FUNDS RECEIVED

Procedures Performed - For each of the grants we performed the following procedures

1. We reviewed the grants noting the specific requirements, and allowable cost
2. We reviewed the federal and state guidelines governing the funds received
3. We reviewed the controls that are currently in place for monitoring JeffCAP's compliance with the federal and state guidelines.

Independent Fiscal and Programmatic Monitoring

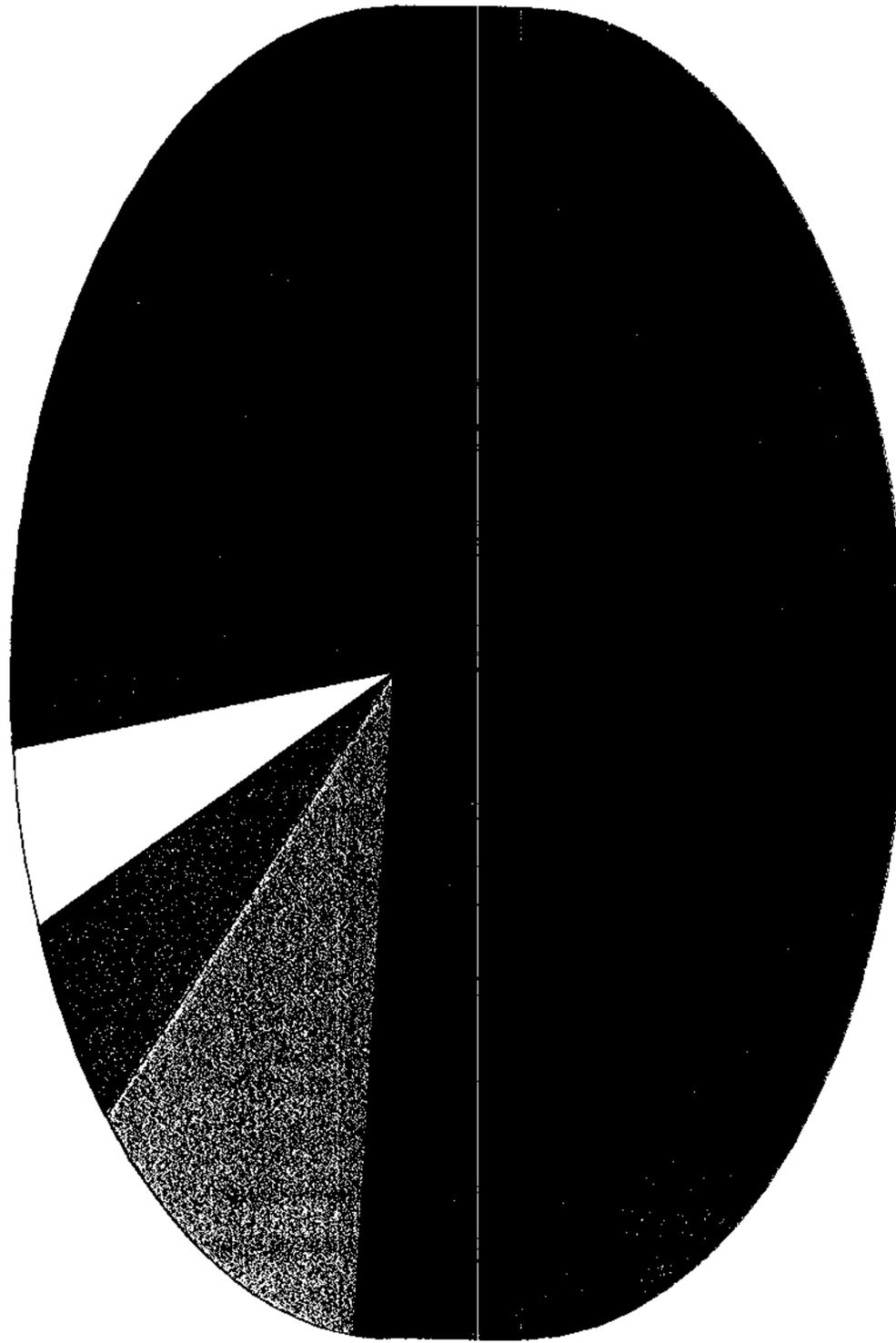
Condition:

Our analysis of grant funds awarded compared to funds expended showed that \$2.1 million or 12% of total grant funds awarded for the three cumulative fiscal years ended 1993, 1994 and 1995 were unused by JeffCAP. This resulted in these funds either being returned or de-obligated by the grantor. The following schedule presents the breakdown of the unspent grant funds by program. (For an illustration of unexpended aid by program see **Appendix II**)

<u>Grant</u>	<u>Dollars Unspent</u>			<u>Total \$</u>	<u>Total %</u>
	<u>1993</u>	<u>1994</u>	<u>1995</u>		
Head Start	\$322,000	\$867,000	\$469,000	\$1,658,000	80%
DOE Weatherization	65,000	105,000	88,000	258,000	13%
CSBG	30,000	39,000	26,000	95,000	5%
CSBG-Homeless	17,000	2,000	22,000	41,000	2%
	<u>\$434,000</u>	<u>\$1,013,000</u>	<u>\$605,000</u>	<u>\$2,052,000</u>	

APPENDIX II

UNEXPENDED AID BY PROGRAM



■ HEAD START

■ DOE WEATHERIZATION

■ FAMILY DAY CARE HOME

■ CSBG

■ CSBG - HOMELESS

Further analysis of these under-utilization of grant funds are as follows:

Head Start Program: The program returned federal funds primarily due to its grantor's inability to expand program operations as planned and funded by its budget. The approved budget called for 200 additional participants. Program managers indicated that it was constrained by inadequate facilities (building space). Primarily due to community reaction and political involvement, management was unsuccessful in its efforts to locate additional space which met the required specifications of 12,000 sq.ft., classroom settings, with adjacent playground facilities. Three Realtors were employed and certain properties were presented for acquisition. However, community reaction and political involvement prevented their acquisition. The responsibility for coordination of all efforts toward the acquisition of additional space appeared to rest substantially with the Headstart Program Administrator.

We also noted that salary expense consistently reflected underbudget conditions. This appeared to be due in part to high turnover in the teacher positions. High teacher turnover and delays in filling vacated teacher positions impaired the programs ability to fully utilize its available budget. Further inquiries showed that positions remain vacant for as long as six to eight weeks and frequently longer due to the recruiting and hiring process. The underlying reasons for the high turnover had not been specifically identified or otherwise addressed through exit interviews or other means.

The program's annual breakdown of the unobligated balances of federal funds returned is as follows:

<u>Year</u>	<u>Unobligated Balances</u>
1993	\$ 322,644
1994	866,705
1995	<u>468,704</u>
	<u>\$1,658,053</u>

DOE Weatherization: The unspent funds result primarily due to program activities typically starting 5 to 7 months late into the respective fiscal year. Commencement of Weatherization activities are postponed until Jefferson Parish receives the federal pass-through funds from the State.

Family Day Care Home Program: The excess is primarily due to overbudgeting and the program's inability to increase the number of households served to a number sufficient to absorb the unused funds available for reimbursement.

Community Services Block Grant: The unspent funds result primarily from a lack of budgetary re-allocation or assignment.

Community Services Block Grant: The unspent funds result primarily from a lack of budgetary re-allocation or assignment.

Community Services Block Grant - Homeless. The unspent funds result from the "1st Months Rent" section of the program. The program's community outreach efforts appeared unable to locate constituents which met the federal guidelines governing use of these funds. The guidelines allow payments of the first month's rent for constituents in transition from a homeless shelter to their own place of residence. The constituent must demonstrate viable financial means of maintaining the succeeding months rent or mortgage.

Our interviews with the fiscal manager and the program coordinators and reviews of the grant regulations, the JeffCAP Community Action Board Minutes for the 1995 meetings and other related evidentiary items noted that the following conditions exist and that they appear to have contributed significantly to the underutilization of grant funds.

- The grant fiscal manager does not have clearly identified responsibility for the preparation of the program budget and the analysis of its variances.
- The coordination between the Fiscal Manager, Executive Director and the Program Coordinators relative to formulating a plan to address the underspending did not appear to be in place.

Recommendations:

HEAD START PROGRAM

We recommend that key issues that could have negative impact on JeffCAP's program operations, such as locating additional facilities to expand program operations, should be formally presented to the Executive Director and the Community Action Board. Coordination and assistance from other Jefferson Parish Departments and functions should be solicited where appropriate.

We also recommend that JeffCAP create a pre-approved pool of qualified teachers. This will shorten the lag time between a teacher leaving the program and finding of a replacement teacher. Thereby allowing JeffCAP to fully utilize all funding awarded to Head Start. We also suggest an investigation to determine and resolve the problems causing teachers to resign at what appears to be a high rate.

ALL PROGRAMS

The following recommendations are presented relative to increasing the utilization of JeffCAP program funds:

- The fiscal manager should prepare a monthly budget analyses for all grant funded programs. The monthly budget analysis should be forwarded to respective Program Coordinators with fiscal comments. The Coordinators should prepare detailed programmatic explanations for significant variances from budget.
- The Program Coordinators should be primarily responsible for submitting a plan of action to address all significant variances from budget.
- The budget variances and accompanying resolutions should be submitted to the Grant Fiscal Manager, Assistant Director, the Executive Director, and the Community Action Board for approval.

Enhance the Coordination of Funds Received to Activities Provided

WEATHERIZATION

Condition:

The Weatherization Program experiences a starting delay because Jefferson Parish receives the federal pass-through funds from the state 5 to 7 months after the effective date of the Weatherization contract. Since the program's contractors and vendors must bid and the bidding process starts 5 to 7 months after the effective date of the contract, projects are further delayed. The bidding is done on a job by job basis and therefore, contractors and material vendors are hired after pre-inspection and determination of the Weatherization materials required. The one or two contractors usually hired to perform all weatherizing work have not been sufficient enough to complete all weatherizing projects within the 5 to 7 months remaining after commencement of the program.

Recommendation

The Weatherization program should initiate its competitive bid process in the early months of the contract in an effort to develop an adequate pool of contractors. This can be accomplished by utilizing qualifications, past performance and labor rates as primary selection criteria. An approved list of contractors could be competitively determined, once the funding is available specific weatherization assignments could be made from the approved contractor list. Best and final bids could be solicited from the list if deemed necessary.

CSBG-Homeless

Condition: The outreach efforts of the CSBG-Homeless program have been unsuccessful at finding homeless constituents who can qualify for the "1st Month's Rent" section of the program. The constituent must be in transition from a homeless shelter to a place where they can show viable means of maintaining the monthly rent.

Recommendation:

- JeffCAP NSC's new "One Stop" automated system can be better utilized to cross-match homeless persons seeking employment or other services provided through the shelters with the CSBG program's "1st Month Rent" assistance program. By better cross-matching the homeless shelter populations with the "1st Month Rent" program resources JeffCAP could more fully utilize its grant resources in this area.

ASSESSED PERFORMANCE MEASUREMENTS

A system of financial and programmatic performance measurements are an essential component of effective grant fiscal management. The methods used frequently vary according to the specific grant program and the design of the program services.

Procedures Performed - In order to review and assess JeffCAP's system of grant performance measurements we performed the following procedures:

1. We interviewed key management personnel to identify policies and procedures utilized to measure performance and assess current utilization of funds received from federal and state grant resources.
2. We reviewed the various grant budgets submitted by JeffCAP.
3. We analyzed the variance between the budgeted amount and the actual amount expended.

Operating Budgets for Neighborhood Service Centers and Head Start Center

Condition:

JeffCAP does not appear to have adequate performance measurements in place relative to the effectiveness of the delivery of program services. Grant budgets are prepared for each program, however the resulting budget vs. actual analysis alone is not sufficient to identify or truly assess performance or efficiency of program service delivery. JeffCAP prepares its budgets and tracks expenditures on a grant by grant basis. However, the majority of JeffCAP's program services are delivered and tracked by the four (4) Neighborhood Service Centers and the Head Start Centers (HSC). We noted that there are no comprehensive budgeting or performance measurement systems in place at the NSC or HSC levels that provide an insight regarding efficiency, and effectiveness of the delivery of program services. Therefore, statistics such as 1) participant satisfaction 2) cost per unit of service delivery and 3) trends in successful program outcomes, etc. are not accumulated nor assessed. In addition the NSC supervisors do not appear to be held accountable for efficiency of program service delivery. We believe that these statistics could be valuable tools in developing strategies to improve overall JeffCAP operations

We prepared a preliminary cost analysis of per unit costs of services at each of the NSC's. We extracted the information from the JeffCAP grant financial records, however it is provided as an example only. We did not audit or otherwise attempt to verify the data provided to us in this area.

NSC	MONTHLY PAYROLL	MONTHLY UNITS SERVED	MONTHLY PAYROLL COST PER UNIT
ShrewCo	\$ 7,300	1,014	\$ 7.20
WebCo	8,409	2,410	3.49
Watson	6,699	1,067	6.28
Marrero	11,783	3,644	3.23

Information such as the above could be useful in assessing efficiency of program operations at each of the NSC sites, thereby impacting future program design decisions by JeffCAP.

Recommendation:

We recommend that JeffCAP establish a system of performance measurements related delivery of program services. The system should include an evaluation process which is utilized as a tool in improving program service delivery.

OBTAINED AN UNDERSTANDING OF THE ORGANIZATIONAL STRUCTURE AND FLOW OF INFORMATION

Procedures Performed - In an effort to make the appropriate recommendations that could increase operational efficiencies as well as enhance the overall operations of JeffCAP we performed the following procedures:

We reviewed the organizational chart.

We prepared a responsibility matrix for key personnel to determine if any job responsibilities were being duplicated.

We gained an understanding of JeffCAP's accounting process profile (i.e., cash receipts system, cash disbursements system, etc.).

Conducted interviews with certain JeffCAP employees

Recommendations - Based on the procedures performed, the following are our recommendations that could increase the operational efficiencies as well as enhance the overall operations of JeffCAP:

Revise the Current Organizational Structure

Condition:

As a result of our review of the organizational chart and our understanding of the flow of information, we noted several observations relative to JeffCAP's current organizational structure as listed below:

- JeffCAP's organizational chart has flat characteristics which results are unclear reporting lines and responsibilities and an excessive number of employees reporting to a single individual

Examples include; 1)

- The Head Start Administrator has direct supervision of eleven (11) employees. Additionally, practically all of the administrative responsibilities for the Head Start Program rest with the administrator. This over-concentration of responsibility may have contributed to the Program's delays in locating a suitable facility for expansion and its inability to resolve the high teacher turnover problem.

- No document is maintained related to the weekly meeting with program coordinators and bi-weekly meetings with supervisors (i.e., agenda, minutes, follow-ups relating to course of action)

Recommendation:

We recommend that JeffCAP create the following:

- An organizational chart designed along functional lines.
- Consider hiring or promoting one to two assistant administrators for the Head Start Program.
- Maintain documentation relating to all weekly and bi-weekly meetings with the program supervisor and NSC supervisor; respectively.

GAINED AN UNDERSTANDING OF THE COMMUNITY OUTREACH PROCEDURES CURRENTLY UTILIZED

In order to accurately assess the needs of the constituents of Jefferson Parish, JeffCAP personnel conducted six hundred (600) needs surveys during fiscal year 1995. The surveys were designed to highlight the concerns of the residents of Jefferson Parish.

Procedures Performed - In order to make recommendations which would allow JeffCAP to accurately assess and address the needs of the residents of Jefferson Parish, we performed the following procedures:

We examined the completed need surveys.

We documented the process utilized for administering the surveys.

We assisted JeffCAP personnel in interpreting the results of the need surveys.

We reviewed advertising and other community outreach procedures in effect

We interviewed key personnel involved with the community outreach efforts.

Recommendations - Based on the procedures performed, the following are our recommendations which would allow JeffCAP to accurately assess and address the needs of the persons in the community:

Enhance and Coordinate Advertising, Automate Tracking Of The Participant.

Condition:

Advertising

Based upon our work it appears that JeffCAP had not developed a comprehensive advertising and community outreach component. Various means of advertising, announcements, flyers, print media, etc. had been utilized in the past, however there was no coordinated strategy available for our review or discussion. The needs survey conducted by the Program indicated that there was general awareness in the community for the JeffCAP programs, however the underutilization of available funding indicates that public awareness of Jeff CAP and its programs needs to be further enhanced.

Automation

JeffCAP has been selected as one of five Jefferson Parish Core Agencies to pilot a grant supported program called A Community Coordinated Employment and Social Service Center (A.C.C.E.S.S.). The program will provide electronic access to state employment opportunities, community action programs, and the internet. The system, also called "One Stop", initiates at the NSC's intake point and provides a job resource center for the community constituents.

JeffCAP plans to also use the system to enhance the automation of its applicant approval process and program outreach efforts. Profiles of the applicants and their needs may be stored and tracked to better manage utilization of funds, avoid overlap and duplication of program services, and maintain a current data base of community needs. We found that the system will be ready for use during the third week of March 1996. Forward progress had been halted since October 1995 as resources were directed to the installation of the Parish's new general ledger system. We found that hardware has been installed at all NSC's and limited data entry training. However, we found no formalized or written plans on JeffCAP's anticipated use of the system.

Recommendation:

- We suggest JeffCAP improve the recognition of its organizational name as it advertises to the community. This could be achieved by coordinating its community outreach efforts through a single in-house public relations representative. The representative's primary purpose would focus on broadening the JeffCAP image as he/she coordinates advertising for all programs with the Jefferson Parish media person. This also provides JeffCAP a more centralized approach to maximizing its community outreach efforts.
- We suggest JeffCAP formalize procedures to have grant writers use the new system to track and match community needs with available private, corporate and government grants. The electronic, on-line nature of the system readily provides current information on community needs. Further, it's connection to the Internet system will allow access to a broad pool of available grant resources.
- Develop a written plan of action for use of the A.C.C.E.S.S. program.

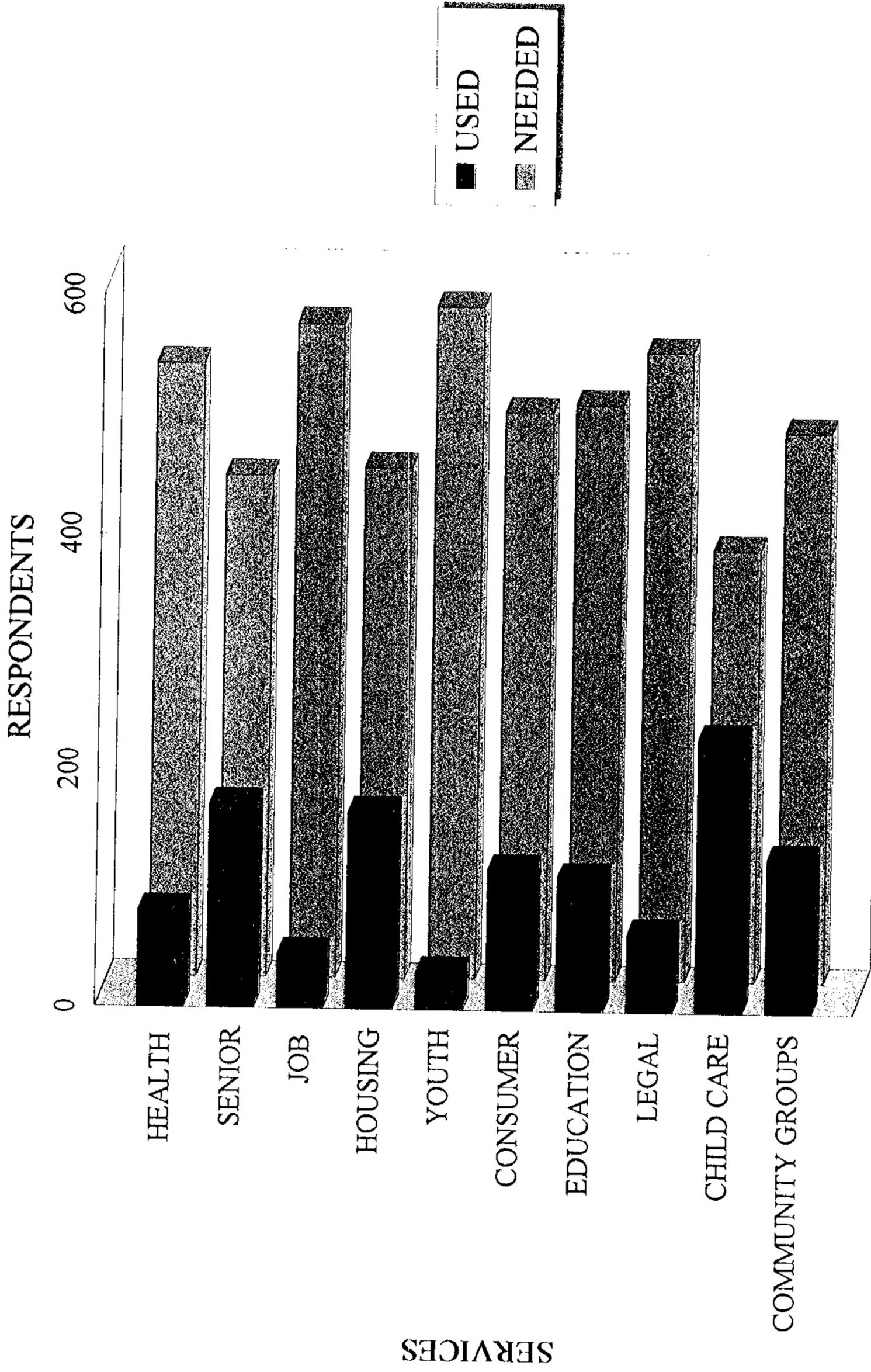
Enhance the Interpretation of the Needs Survey

Condition

JeffCAP performed a needs survey during 1995. The survey was performed by the JeffCAP staff and included data solicited from approximately 600 Program participants and potential participants. Generally the survey noted community needs were significantly underserved (**Appendix III**). We reviewed the surveys and analyzed the results and noted that the surveys were performed at the Neighborhood Service Centers, however the surveys were not referenced in a manner that the results could be analyzed by geographic areas or districts, rather the results were only analyzed in total. This minimized the usefulness of the survey as a tool to develop strategies to address the needs at the neighborhood or community level. We also noted that there appeared to be no formal plan setting forth how the survey results would be used to either develop new or improve the delivery of existing program services to the community served by JeffCAP.

APPENDIX III

SERVICES NEEDED VS SERVICES USED



Recommendation:

We recommend that JeffCAP perform a detailed analysis of the survey results and develop strategies to improve the delivery of program services. Management should consider performing a follow-up survey to focus more specifically on issues raised by the initial survey and to better accumulate and analyze the data. The follow-up survey might allow further assessment of needs by NSC, Headstart location or other means defining geographic regions. The NSC Supervisors and Program Coordinators should be significantly involved in the survey analysis and development of resulting program enhancements. As it develops a plan of action to use the A.C.C.E.S.S. program, JeffCAP might also consider data base management procedures which could capture key client information thereby enhancing the needs assessment function.

PHASE II

BACKGROUND

The Firm of Bruno & Tervalon, Certified Public Accountants was engaged by the Jefferson Community Action Program (JeffCAP) to perform a performance audit in accordance with Council Resolution Number 79915. The focus of this phase of the engagement was to compare JeffCAP to two (2) other Community Action Programs and make recommendations on how to improve its effectiveness in terms of participant recruitment, participant selection, service record and organizational structure.

Upon consultation with JeffCAP's, Executive Director, it was mutually agreed-upon that the two (2) other Community Action Programs to be utilized for the comparison would be Total Community Action, Inc. (TCA) located in New Orleans, Louisiana and LaSalle Community Action Association, Inc. (LCAA) located in Alexandria, Louisiana.

It should be noted that while TCA and LCAA are privately and quasi-privately held agencies respectively as opposed to JeffCAP which is a publicly held agency, the focus of this phase of the engagement and the areas addressed were not considered to be unique to any one particular type of agency. Therefore, we feel that the utilization of those two (2) agencies is appropriate for the purpose of this report.

EXECUTIVE SUMMARY

As a result of the procedures performed we have provided recommendations for improvement in the areas of recruitment, participant selection, service record and organizational structure presented on pages 54 through 58 and 66 of this report. The primary focus of those recommendations involve:

- o Expansion of the participant recruitment process via door-to-door canvassing, pre-recorded telephone accessible information lines and distribution of printed informational material.
- o Expediting and facilitating the participant registration process.
- o Tracking of expenditures and the allocation of available resources to benefit the targeted population, and to fully utilize available funding.
- o Utilization of delegate agencies via fixed fee contracts to enhance JeffCAP's ability to maximize its funding capacity and also increase the number of participants served.
- o Establishment of cost centers to provide a better benchmark for the assessment of each center's efficiency and effectiveness.
- o Development of specific departmental goals and objectives.

PROGRAM COMPARISON

PROJECT HEAD START

The Head Start Program was established to provide comprehensive health, education, nutrition, parental involvement and social services to pre-school children from low-income families. These services are intended to give children from low-income families an equal opportunity to compete with their more economically advantaged peers once they begin primary school. Head Start is also intended to help parents to better help themselves by encouraging their full participation in the early development of their children and assisting in their development of enhanced parenting skills.

RECRUITMENT

JeffCAP

JeffCAP's Project Head Start has developed and implemented a recruitment process that is designed to actively inform all families with Head Start eligible children within the Jefferson Parish target area and more specifically the target recruitment areas of Gretna, Avondale, Westwego, Marrero, South Kenner and Shrewsbury of the availability of services provided by the Head Start Program. The recruitment process is intended to encourage families with eligible children to apply for admission to the program and to solicit as many applications as possible within the recruitment area.

The following techniques are utilized in the recruitment process:

- o Circulation of flyers, bulletins, etc.
- o Usage of the media (newspaper, television, radio)
- o Contacts with other community agencies

TCA

TCA's Project Head Start has developed and implemented a recruitment process that is designed to actively inform all families with Head Start eligible children within the Orleans Parish target area and more specifically the recruitment areas of Central City, Irish Channel, Algiers/Fisher, St. Bernard, Desire/Florida and Lower Ninth Ward areas of New Orleans of the availability of services provided by the Head Start Program. The recruitment process is intended to encourage families with eligible children to apply for admission to the program and to solicit as many applications as possible within the recruitment area.

PROGRAM COMPARISON, CONTINUED

PROJECT HEAD START, CONTINUED

RECRUITMENT, CONTINUED

The following techniques are utilized in the recruitment process:

- o Usage of the media (newspaper, television, radio)
- o Circulation of brochures
- o Public meetings/forums
- o Contacts with other agencies
- o Mailouts
- o Word of mouth/Canvassing

LCAA

LCAA's Project Head Start has a recruitment process that is designed to actively inform all families with Head Start eligible children within target areas of Avoyelles, Catahoula, Concordia, Grant, Winn, Caldwell Franklin, Tensas and LaSalle parishes of the availability of services provided by the Head Start Program. The recruitment process is intended to encourage participation of area residents in the development and implementation of the program to positively affect their lives.

The following techniques are utilized in the recruitment process:

- o Public Hearings
- o Surveys

PROGRAM COMPARISON, CONTINUED

PARTICIPANT SELECTION

JeffCAP, TCA AND LCAA

Participant eligibility criteria is governed by the requirements stipulated by the Department of Health and Human Services. Those requirements state in general that:

- o At least ninety (90) percent of the enrollees must come from applicants whose family income is below the official Federal poverty guidelines or who are receiving public assistance; and
- o The enrollment must consist of children between the age of three (3) and the age of compulsory school attendance.

JeffCAP

Prospective participants for JeffCAP's Head Start Program may register for participation at JeffCAP's central offices or at one of the Neighborhood Service Centers. Applications taken at the Neighborhood service centers are forwarded to the central office for eligibility determination and certification.

TCA

The twenty (20) headstart centers managed by TCA have primary responsibility for the processing of the necessary in-take forms for the determination and certification of eligible program participants.

For the delegate agencies used by TCA, the eligibility determination is undertaken by TCA.

LCAA

LCAA has nine (9) in-take offices located in the various parishes that it serves. In-take forms for the Headstart program are processed at the respective offices within the parish and forwarded to the administrative office for determination and certification of eligibility to participate in the program.

PROGRAM COMPARISON, CONTINUED

PROJECT HEAD START, CONTINUED

SERVICE RECORD

	<u>JeffCAP</u>	<u>TCA</u>	<u>LCAA</u>
Annual expenditures	\$5,003,000(2)	\$13,679,000(1)	\$1,133,000(2)
Clients served	1,109(2)	2,072(2)	338(2)
Annual expenditures per client	\$4,511	\$6,601	\$3,352

(1) Obtained from audited financial statements

(2) Obtained from applicable Agency staff via data request

PROGRAM COMPARISON, CONTINUED

LOW INCOME HOME ENERGY ASSISTANCE (LIHEAP)/WEATHERIZATION PROGRAM

The LIHEAP and Weatherization program provides funds to assist low-income individuals meet the cost of home energy through cash payments to individuals and vendors and through the provision of low-cost residential weatherization or other energy related home repairs for low-income households.

RECRUITMENT

JeffCAP

JeffCAP has developed and implemented a recruitment process in which prospective participants in the target recruitment areas of Gretna, Avondale, Westwego, Marrero, South Kenner and Shrewsbury are encouraged to place an application for the LIHEAP/Weatherization Program at one of the four (4) Neighborhood Service Centers in Jefferson Parish. Notification about funding and eligibility are distributed to the public by means of the following:

- o Newspaper advertisement
- o Outreach and telephone referrals

TCA

TCA's LIHEAP/Weatherization program has a recruitment process that is designed to actively inform all prospective eligible participants within the Orleans Parish target area and more specifically the recruitment areas of St. Bernard, Algiers/Fisher, Irish Channel, Lower Ninth Ward and Broadmoor areas of Orleans parish of the availability of services provided by the LIHEAP/Weatherization program. Prospective participants are notified about services available under the program by means of the following:

- o Flyers/handouts
- o Brochures
- o Public meetings/forums
- o Word of mouth
- o Door-to-door canvass

PROGRAM COMPARISON, CONTINUED

LOW INCOME HOME ENERGY ASSISTANCE (LIHEAP)/WEATHERIZATION PROGRAM (CONTINUED)

RECRUITMENT, CONTINUED

LCAA

LCAA's LIHEAP/Weatherization program has developed and implemented a recruitment process that is designed to actively inform all prospective eligible participants within the target areas of Avoyelles, Catahoula, Concordia, Grant, Winn, Caldwell, Franklin, Tensas and LaSalle parishes of the availability of services provided by the LIHEAP/Weatherization program. Prospective participants are notified about services available under this program by means of public hearings.

PARTICIPANT SELECTION

JeffCAP, TCA, AND LCAA

Participant eligibility is governed by the requirements stipulated by the Department of Health and Human Services and the Department of Energy. Those requirements generally state that:

LIHEAP

- o Participation is limited to households with a combined income at or below one hundred and fifty (150) percent of the poverty level or sixty (60) percent of state median income, and to recipients of Aid to Families with Dependent Children (AFDC), Social Security Income (SSI), Food Stamps and certain Veteran benefits.

Weatherization

- o Participation is limited to households with a combined income at or below one hundred twenty (125) percent of the OMB defined poverty level or who might have a family member receiving AFDC, SSI, or cash assistance.

PROGRAM COMPARISON, CONTINUED

LOW INCOME HOME ENERGY ASSISTANCE (LIHEAP)/WEATHERIZATION PROGRAM (CONTINUED)

PARTICIPATION SELECTION

JeffCAP

Applications from prospective participants for the LIHEAP/Weatherization program are taken twice a year (subject to funding availability) at the Neighborhood Service Centers (NSC). The NSC's then forward the applications to the Central office for final approval. Personnel at the NSC's are familiar with the requirements for eligibility determination. Notification of approval by the central office is done primarily on an exception basis (i.e. rejected applications).

TCA

Subject to funding availability, applications for the weatherization and home energy assistance program (LIHEAP) are undertaken through the use of appointment, mail-in and/or telephone application. The applicants are prescreened and the application forms completed by TCA staff for the LIHEAP program. The last week of every month is reserved for the in-take of applications only and the first three (3) weeks utilized to deliver the necessary services.

LCAA

Staff of LCAA initiate the application process for all prospective participants of the weatherization and energy program.

PROGRAM COMPARISON, CONTINUED

**LOW INCOME HOME ENERGY ASSISTANCE
(LIHEAP)/WEATHERIZATION PROGRAM
(CONTINUED)**

SERVICE RECORD*

	<u>JeffCAP</u>	<u>TCA</u>	<u>LCAA</u>
Annual expenditures	\$773,172(2)	\$1,424,000(1)	\$345,000(2)
Clients served	3,588(2)	4,098(2)	883(2)
Annual expenditures per client	\$215	\$347	\$391

* See page 24 for explanation of (1) and (2).

PROGRAM COMPARISON, CONTINUED

USDA COMMODITIES DISTRIBUTION

The USDA Commodity Distribution program was established to improve the diets of school children, needy persons in households on or near Indian reservations not participating in the Food Stamp program and in charitable institutions, the elderly, and other individuals in need of food assistance and to increase the market for domestically produced food acquired under surplus removal or price support operations. The program involves food being made available to a designated state agency or to a private designated agency for distribution to recipient agencies such as schools, charitable institutions, nutrition programs for the elderly, and non-profit summer camps for children.

RECRUITMENT

JeffCAP

JeffCAP's USDA Commodity Distribution program has a recruitment process that is designed to actively inform all eligible individuals within the Jefferson Parish target area and more specifically the target recruitment areas of Gretna, Avondale, Westwego, Marrero, South Kenner and Shrewsbury of the availability of services provided by the Commodity Distribution program. This is perhaps the most visible project that JeffCAP offers to the community.

The technique utilized in the recruitment process is by means of newspaper advertisements.

TCA

TCA'S USDA Commodity Distribution program has a recruitment process that is designed to actively inform all eligible participants within the Orleans Parish target area and more specifically the recruitment areas of Central City, Irish Channel, Algiers/Fisher, St. Bernard, Desire/Florida and Lower Ninth Ward areas of New Orleans of the availability of services provided by the USDA Commodity Distribution program. The program conducts registration during the months of March, June, September and December.

The following techniques are utilized in the recruitment process:

- o Newspaper advertisements
- o Brochures

PROGRAM COMPARISON, CONTINUED

USDA COMMODITIES DISTRIBUTION, CONTINUED

RECRUITMENT, CONTINUED

LCAA

LCAA's USDA Commodity Distribution program has developed and implemented a recruitment process designed to actively inform all eligible participants within the target areas of Avoyelles, Catahoula, Concordia, Grant, Winn, Caldwell, Franklin, Tensas and LaSalle parishes of the availability of services provided by the USDA Commodity Distribution program. The goal is to provide area residents with the distribution of USDA Commodities.

The following techniques are utilized in the recruitment process:

- o Public Hearings
- o Newspaper advertisement

PARTICIPANT SELECTION

JeffCAP, TCA AND LCAA

Participant selection is governed by the requirements stipulated by the Department of Agriculture. Those requirements generally state that:

- o Donated foods can be distributed only to recipient agencies (1) schools participating in the national lunch or school breakfast programs, non-program schools, and commodity-only schools; (2) public or private charitable institutions; (3) nonprofit summer camps for children; (4) agencies administering programs under Title III and Title VI of the Older Americans Act; (5) tribal or State agencies servicing needy family programs on or near tribal reservations or in the Trust Territories; (6) State correctional institutions; (7) service institutions that participate in the Summer Food Service Program; (8) nonresidential child care institutions participating in the Child Care Food Program; and (9) disaster organizations.

PROGRAM COMPARISON, CONTINUED

USDA COMMODITIES DISTRIBUTION, CONTINUED

PARTICIPANT SELECTION, CONTINUED

JeffCAP, TCA AND LCAA, CONTINUED

Additional individual participation is based on:

- o Combined gross income of all household members; and
- o Food stamp, SSI or AFDC recipients automatically qualify.

JeffCAP

Applications from prospective participants for the USDA Commodities distribution program are taken throughout the year at the Neighborhood Service Centers (NSC's) for the quarterly distribution of commodities in January, April, July and October.

Approval of those applications are done on site at the NSC's. Prospective applicants are notified of approval by the NSC's where the applications are maintained on file.

TCA

Applications from prospective participants for the USDA commodities distribution program are taken during the months of March, June, September and December at the Neighborhood Centers and the main office.

LCAA

LCAA's commodities distribution program applications are taken once a year during the month of May. The applicants eligible for participation are then certified by LCAA staff.

PROGRAM COMPARISON, CONTINUED

USDA COMMODITIES DISTRIBUTION, CONTINUED

PARTICIPANT SELECTION RECOMMENDATIONS

SERVICE RECORD*

	<u>JeffCAP</u>	<u>TCA</u>	<u>LCAA</u>
Annual expenditures	\$122,000(2)	\$723,000(1)**	\$38,000(2)
Clients served	15,209(2)	25,000(2)	6,384(2)
Annual expenditures per client	\$8	\$29	\$6

* See page 24 for explanation of (1) and (2).

** This amount includes approximately \$202,000 in funding from both City and State sources that compliments the value of commodities distributed.

PROGRAM COMPARISON, CONTINUED

FAMILY DAYCARE HOMES (CHILD CARE FOOD) PROGRAM

This program was developed to assist States to initiate, maintain or expand nonprofit food service programs for children and other eligible persons in nonresidential child care or adult day care institutions. The program reimburses eligible family day care homes for providing nutritious meals to enrolled children. These meals must follow federal nutrition guidelines.

RECRUITMENT

JeffCAP

JeffCAP's Family Day Care Homes program has a recruitment process that is designed to actively inform all eligible participants of the program within the Jefferson Parish target area and more specifically the target recruitment areas of Gretna, Avondale, Westwego, Marrero, South Kenner and Shrewsbury of the availability of services provided by the Family Day Care Homes program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The technique utilized in the participant recruitment process is the annual brochure prepared by JeffCAP.

TCA

TCA's Child Care Food program has developed and implemented a recruitment process that is designed to actively inform all eligible participants of the program within the Orleans Parish target area and more specifically the target recruitment areas of Central City, Irish Channel, Algiers/Fisher, St. Bernard Desire/Florida and Lower Ninth Ward of the availability of services provided by the Child Care Food Program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The following techniques are utilized in the participant recruitment process:

- o Brochures
- o Canvassing

PROGRAM COMPARISON, CONTINUED

FAMILY DAYCARE HOMES (CHILD CARE FOOD) PROGRAM ***(CONTINUED)***

RECRUITMENT, CONTINUED

LCAA

LCAA's Child Adult Care Food program has developed and implemented a recruitment process that is designed to actively inform all eligible participants of the program within the target area and more specifically the target recruitment areas of Avoyelles, Catahoula, Concordia, Grant, Winn, Caldwell, Franklin, Tensas and LaSalle parishes of the availability of services provided by the Child Adult Care Food Program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The technique utilized in the participant recruitment process is public hearings.

PARTICIPANT SELECTION

JeffCAP, TCA AND LCAA

Participant eligibility is governed by the requirements stipulated by the Department of Agriculture. Those requirements generally state that:

- o The State agency may disburse program funds only to public and nonprofit private child care centers and day care home sponsors, to proprietary Title XX child care centers and to ADC Centers. The State agency must make the program available to any such institution that applies.

PROGRAM COMPARISON, CONTINUED

FAMILY DAYCARE HOMES (CHILD CARE FOOD) PROGRAM
(CONTINUED)

PARTICIPANT SELECTION, CONTINUED

JeffCAP, TCA AND LCAA, CONTINUED

- o The following classes of persons enrolled in eligible institutions can receive meals under the program (1) any person who has not reached his/her 13th birthday, (2) any dependent of migrant farm workers who has not reached his/her 16th birthday, and (3) a physical or mentally handicapped person (as defined by the State) enrolled in an eligible child care facility, the majority of whose enrollment consists of persons 18 (eighteen) years of age and under.
- o To qualify a person for meals served free or at reduced price under the program, the person's family must submit an application to the institution. The application must be approved and maintained on file. The application establishes that the person's family income and family size places him/her within income eligibility standards issued by the State agency in accordance with established guidelines. In family day care homes, applications must be filed only for the provider's children.

Additionally, JeffCAP requires all child care center participants to pass the Jefferson Parish sanitation and fire prevention inspections.

JeffCAP

Prospective participants in the Family Day Care Homes Program contact the central office to inform them of the desire to participate in the program. The central office will then arrange for an inspection of the premises to be utilized for the services. At the time of the inspection, the application for participation in the program is taken at the home of the prospective participant.

PROGRAM COMPARISON, CONTINUED

FAMILY DAYCARE HOMES (CHILD CARE FOOD) PROGRAM
(CONTINUED)

PARTICIPANT SELECTION , CONTINUED

JeffCAP, CONTINUED

Subsequent to passing inspection the application is then processed by the central office and certified as to eligibility. The prospective participant is then notified of approval.

TCA

Participants for this program are selected using similar guidelines and methodology as dictated by the headstart program previously discussed.

LCAA

The Childcare Food program administered by LCAA is primarily a spin-off of the headstart program.

Participants are selected based on meeting the federal eligibility criteria for free or reduced meals.

SERVICE RECORD*

	<u>JeffCAP</u>	<u>TCA</u>	<u>LCAA</u>
Annual expenditures	\$522,000(1)	\$1,050,000(1)**	\$188,000(2)
Clients served	942(2)	1,404(2)	338(2)
Annual expenditures per client	\$ 554	\$748	\$556

* See page 24 for explanation of (1) and (2).

** Amount includes approximately \$394,000 of headstart funding for childcare food cost.

PROGRAM COMPARISON, CONTINUED

EMERGENCY SHELTER PROGRAM

JeffCAP

Through the Emergency Shelter program operated with funding from both the Federal Emergency Management Agency and Community Development Block grant awarded by the Department of Health and Human Services, eligible households are provided with utility payments and with mortgage/rental payments to avert eviction and/or cutoff.

TCA

The Homeless Program provides emergency shelter and transitional housing to individuals and families who may be displaced due to fire, eviction, domestic violence, unemployment, public assistance cut-backs, mental/physical disability, etc. This program also has a homeless prevention component. The objective is to prevent individuals or families from becoming homeless due to sudden reduction or loss of income. The program awards a specified sum of money to be applied to either delinquent rent or mortgage payments.

LCAA

Through the Section 8 Housing Assistance Payment program, LCAA provides low-income families with decent, drug free, safe affordable, and sanitary rental housing through use of a system of housing assistance payments.

RECRUITMENT

JeffCAP

JeffCAP's Emergency Shelter program has developed and implemented a recruitment process that is designed to actively inform all eligible participants of the program within the Jefferson Parish target area and more specifically the target recruitment areas of Gretna, Avondale, Westwego, Marrero, South Kenner and Shrewsbury of the availability of services provided by the Emergency Shelter program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The following techniques are utilized in the participant recruitment process:

- o Brochures
- o Referrals

PROGRAM COMPARISON, CONTINUED

EMERGENCY SHELTER PROGRAM, CONTINUED

RECRUITMENT, CONTINUED

TCA

TCA's Homeless program has a recruitment process that is designed to actively inform all eligible participants of the program within the Orleans Parish target area and more specifically the target recruitment areas of Central City, Irish Channel, Algiers/Fisher, St. Bernard Desire/Florida and Lower Ninth Ward of the availability of services provided by the Homeless Program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The technique utilized in the participant recruitment process are as follows:

- Brochures
- Public meetings/forum
- Word of mouth

LCAA

LCAA's Section 8 program has developed and implemented a recruitment process that is designed to actively inform all eligible participants of the program within the target area and more specifically the target recruitment areas of Avoyelles, Catahoula, Concordia, Grant, Winn, Caldwell, Franklin, Tensas and LaSalle parishes of the availability of services provided by the Section 8 Program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The following techniques are utilized in the participant recruitment process:

- o Brochures
- o Public Hearings

PROGRAM COMPARISON, CONTINUED

EMERGENCY SHELTER PROGRAM, CONTINUED

PARTICIPANT SELECTION

JeffCAP

Participant eligibility is governed by the requirements stipulated by the Federal Emergency Management Agency which generally states that:

- o Assistance is available to States, local government, selected nonprofit organizations under the Public Assistance program and to individuals under the Individual Assistance program for the alleviation of suffering and hardship resulting from major disasters or emergencies.
- o The requirements for the homeless program generally dictates income and residency provisions.

Prospective participants for the Emergency Shelter Program may apply for assistance at any of the NSC's operated by JeffCAP. Upon completion of the application process at the NSC, the application is forwarded to the central office for approval. NSC Housing Counselors are notified as to the status of submitted applications by the central office subsequent to the completion of the approval/certification process.

TCA

Participant selection is based on the following eligibility criteria:

- o Household income
- o Eviction/foreclosure notice

Prospective participants for TCA's Homeless Program may apply for assistance at TCA's main office during the first five (5) working days of each month with intake certifiers.

PROGRAM COMPARISON, CONTINUED

EMERGENCY SHELTER PROGRAM, CONTINUED

PARTICIPANT SELECTION, CONTINUED

LCAA

Prospective participants for the Section 8 program may apply for participation at the Catahoula Community Development Center on an on-going basis. Applications are also taken via home visits for situations in which a family encounters hardship circumstances. Applications are recorded according to the date and time received and processed to determine eligibility on a first-come, first-served basis. Participant selection is based on household income eligibility criteria.

SERVICE RECORD*

	<u>JeffCAP</u>	<u>TCA</u>	<u>LCAA</u>
Annual expenditures	\$182,000(1)	\$63,000(1)	\$49,800(2)
Client served	3,077(2)	1,276(2)	30(2)
Annual expenditures per client	\$59	\$49	\$1,660

* See page 24 for explanation of (1) and (2).

PROGRAM COMPARISON, CONTINUED

YOUTH DEVELOPMENT

JeffCAP

JeffCAP's Youth Development program was established to identify and recruit young people who will benefit from organized activities. Under the Youth Development program, disadvantaged youngsters are provided with educational and recreational activities.

TCA

TCA'S Youth Entrepreneurship program (YEP) was established to teach youth between the ages of 14-21 from low to moderate income families, the aspects of operating "their own" business. In addition, to instructional seminars, the youth receive on the job training in the YEP Retail Store.

LCAA

LCAA's Youthbuild program was established to train youth in the building construction trades and provides education and skills they need to become active, productive and responsible citizens.

RECRUITMENT

JeffCAP

JeffCAP's Youth Development program has a recruitment process that is designed to actively inform all eligible participants of the program within the Jefferson Parish target area and more specifically the target recruitment areas of Gretna, Avondale, Westwego, Marrero, South Kenner and Shrewsbury of the availability of services provided by JEFFCAP'S Youth Development program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The technique utilized in the participant recruitment process is an annual brochure prepared by JeffCAP.

PROGRAM COMPARISON, CONTINUED

YOUTH DEVELOPMENT, CONTINUED

RECRUITMENT, CONTINUED

TCA

TCA's Youth Entrepreneurship program has developed and implemented a recruitment process that is designed to actively inform all eligible participants of the program within the Orleans Parish target area and more specifically the target recruitment areas of Central City, Irish Channel, Algiers/Fisher, St. Bernard Desire/Florida and Lower Ninth Ward of the availability of services provided by TCA's Youth Entrepreneurship Program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The following techniques are utilized in the participant recruitment process:

- o Brochures
- o Media

LCAA

LCAA's Youthbuild program has a recruitment process that is designed to actively inform all eligible participants of the program within the target area and more specifically the target recruitment areas of Avoyelles, Catahoula, Concordia, Grant, Winn, Caldwell, Franklin, Tensas and LaSalle parishes of the availability of services provided by LCA's Youthbuild Program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The following techniques are utilized in the participant recruitment process:

- o Brochures
- o Public Hearing

PROGRAM COMPARISON, CONTINUED

YOUTH DEVELOPMENT, CONTINUED

PARTICIPANT SELECTION

JeffCAP

Participant selection for participation in JeffCAP's Youth Development program is based on the following criteria:

- o Age
- o Residency

Applications from prospective participants for the Youth Development program are taken throughout the year at the NSC's. There are no specific eligibility requirements for participation other than the age requirements of the programs offered by the Youth Development program. Approval of applicants is done on site at the NSC's.

TCA

Participant selection for participation in TCA's Youth Entrepreneurship program is based on the following criteria.:

- o Age
- o Family Income

Prospective participants for TCA's Youth Entrepreneurship program may apply for participation in the program at TCA's main office during the fall and summer. Applications are taken and certified for participation by the Youth Entrepreneurship Program Coordinator.

LCAA

Participant selection for participation in LCA's Youthbuild program is based on the age of the participant.

PROGRAM COMPARISON, CONTINUED

YOUTH DEVELOPMENT, CONTINUED

PARTICIPANT SELECTION RECOMMENDATION

*SERVICE RECORD**

	<u>JeffCAP</u>	<u>TCA</u>	<u>LCAA</u>
Annual expenditures	\$ **	\$126,800(1)	\$85,000(2)***
Clients served	700(2)	68(2)	***
Annual expenditures per client	N/A	\$1,865	N/A

* See page 24 for explanation of (1) and (2).

** Information not available.

*** Expenditures incurred were primarily in the planning phase of the program.

PROGRAM COMPARISON, CONTINUED

TRANSPORTATION PROGRAM, CONTINUED

RECRUITMENT

JeffCAP

JeffCAP's Adult/Child Transportation program has developed and implemented a recruitment process that is designed to actively inform all eligible participants of the program within the Jefferson Parish target area and more specifically the target recruitment areas of Gretna, Avondale, Westwego, Marrero, South Kenner and Shrewsbury of the availability of services provided by the Transportation program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The technique utilized in the participant recruitment process is an annual brochure prepared by JeffCAP.

TCA

TCA's Transportation program has developed and implemented a recruitment process that is designed to actively inform all eligible participants of the program within the Orleans Parish target area and more specifically the target recruitment areas of Central City, Irish Channel, Algiers/Fisher, St. Bernard Desire/Florida and Lower Ninth Ward of the availability of services provided by the Transportation program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The technique utilized in the participant recruitment process is a brochure prepared by TCA.

PROGRAM COMPARISON, CONTINUED

TRANSPORTATION PROGRAM, CONTINUED

RECRUITMENT, CONTINUED

LCAA

LCAA's Transportation program has developed and implemented a recruitment process that is designed to actively inform all eligible participants of the program within the target area and more specifically the target recruitment areas of Avoyelles, Catahoula, Concordia, Grant, Winn, Caldwell, Franklin, Tensas and LaSalle parishes of the availability of services provided by LCAA. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The technique utilized in the participant recruitment process is public hearings.

PARTICIPANT SELECTION

JeffCAP

The following are the requirements governing participation in JeffCAP's Adult & Child Transportation Program:

- o Income
- o Age
- o Disability
- o Residency

PROGRAM COMPARISON, CONTINUED

TRANSPORTATION PROGRAM, CONTINUED

PARTICIPANT SELECTION, CONTINUED

JeffCAP

Prospective participants for the Transportation program apply for participation at the NSC's. The applications are forwarded to the central office for eligibility determination and certification. The central office then notifies the NSC as to the eligibility determination of the applications submitted.

TCA

The following are the requirements governing participation in TCA's Transportation Program:

- o Age
- o Disability
- o Residency

Prospective participants for the Transportation program may apply for participation at TCA's main office on an on-going basis. Home visits for taking applications are available for those unable to apply at the main office. Applications are taken and certified for approval by the Program Coordinators.

LCAA

The criteria for participation in LCAA's Transportation program calls for the individual to be a Project Independence participant.

Participants are selected on an ongoing basis primarily based on their income level.

PROGRAM COMPARISON, CONTINUED

TRANSPORTATION PROGRAM, CONTINUED

SERVICE RECORD*

	<u>JeffCAP</u>	<u>TCA</u>	<u>LCAA</u>
Annual Expenditures	\$87,734(2)	\$22,700(2)	\$43,000(2)
Client served	134(2)	150(2)	675(2)
Annual Expenditures per client served	\$ 655	\$ 151	\$ 64

* See page 24 for explanation of (1) and (2).

PROGRAM COMPARISON, CONTINUED

EMPLOYMENT PROGRAM

JeffCAP

JeffCAP's Employment Counseling program was established to assist individuals in securing training and/or employment. These individuals receive referrals, assistance with application preparation and direct job placement.

TCA

TCA's Youth Work Experience program was established to provide job placement services to low-income and disadvantaged full-time students between the ages of 16 and 21. The Youth Work Experience program helps young people to better themselves by gaining realistic work experience and job skills, along with an enhanced sense of responsibility.

LCAA

LCAA's Employment program provides employment and training opportunities to area residents. This service is offered in conjunction with the Job Training Partnership Act (JTPA), Green Thumb, Delta Service Corps as well as interagency job openings.

RECRUITMENT

JeffCAP

JeffCAP's Employment Counseling program has developed and implemented a recruitment process that is designed to actively inform all eligible participants of the program within the Jefferson Parish target area and more specifically the target recruitment areas of Gretna, Avondale, Westwego, Marrero, South Kenner and Shrewsbury of the availability of services provided by the Employment Counseling program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The technique utilized in the participant recruitment process is an annual brochure prepared by JeffCAP.

PROGRAM COMPARISON, CONTINUED

EMPLOYMENT PROGRAM, CONTINUED

RECRUITMENT, CONTINUED

TCA

TCA's Youth Work Experience program has developed and implemented a recruitment process that is designed to actively inform all eligible participants of the program within the Orleans Parish target area and more specifically the target recruitment areas of Central City, Irish Channel, Algiers/Fisher, St. Bernard Desire/Florida and Lower Ninth Ward of the availability of services provided by the Youth Work Experience Program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The following techniques are utilized in the participant recruitment process:

- o Brochures
- o Public meetings/forum

LCAA

LCAA's Employment program has a recruitment process that is designed to actively inform all eligible participants of the program within the target area and more specifically the poverty target recruitment areas of Avoyelles, Catahoula, Concordia, Grant, Winn, Caldwell, Franklin, Tensas and LaSalle parishes of the availability of services provided by LCAA's Employment Program. The recruitment process is intended to encourage prospective eligible participants to apply for admission to the program and to solicit as many participants as possible within the recruitment area.

The techniques utilized in the participant recruitment process are:

- o Brochures
- o Public Hearings

PROGRAM COMPARISON, CONTINUED

EMPLOYMENT PROGRAM, CONTINUED

PARTICIPANT SELECTION

JeffCAP

Participant selection under JeffCAP's Employment Counseling Program is governed by the following criteria:

- o Participant income
- o Residency

Applications from prospective participants for the Employment Counseling Program are taken throughout the year at the NSC's. Application approval is done at the NSC's. Subsequent to approval NSC refers approved applicants to potential sources of employment opportunities.

TCA

Participant selection under TCA's Youth Work Experience program is governed by the following criteria:

- o Participant Income
- o Participant Age (14-21)
- o Residency

Prospective participants may apply for participation at TCA's main office. Applications are taken by a Job Developer.

LCAA

Participant selection under LCAA's Employment program is governed by residency, income and other requirements dictated by JTPA.

PROGRAM COMPARISON, CONTINUED

EMPLOYMENT PROGRAM, CONTINUED

SERVICE RECORD*

	<u>JeffCAP</u>	<u>TCA</u>	<u>LCAA</u>
Annual Expenditures	**	\$66,900(1)	\$2,266,000(2)
Clients served	218(2)	210(2)	**
Annual expenditures per client	N/A	\$319	N/A

* See page 24 for explanation of (1) and (2).

** Information not available.

**RECRUITMENT, PARTICIPANT SELECTION AND
SERVICE RECORD RECOMMENDATIONS**

RECRUITMENT/OUTREACH RECOMMENDATIONS

- o JeffCAP relies primarily on the use of public announcements (television, radio, newspaper, etc.) and flyers in its program outreach efforts.

Our comparison of JeffCAP's outreach efforts to the two (2) other agencies, suggests the effectiveness of door-to-door canvassing in addition to other outreach efforts. This outreach effort has the potential to reach an audience that might otherwise not avail themselves to the various public announcements. In addition, such an effort provides a direct contact with potential targets as well as an opportunity for JeffCAP to disseminate information regarding its various programs and also conduct an immediate needs assessment of its target group.

Considering the limitations inherent in the use of public announcements, management should consider the use of door-to-door canvassing.

Subject to budgetary constraints, the above may be undertaken at least twice a year, through the use of current JeffCAP personnel or through independent contractors to include churches, nonprofit organizations, etc.

Furthermore, the coordination of the above with on-site visits currently conducted by JeffCAP personnel, should facilitate the maximization of resources and reduce cost.

- o To provide an opportunity to expand its outreach into the community via pre-recorded messages accessible to the public via telephone, we recommend that JeffCAP consider implementing a telephone "hotline" detailing via a pre-recorded message, the services offered by JeffCAP, eligibility requirements for participation and contact information.

The implementation of the above system, should afford JeffCAP's target group twenty-four (24) hour accessibility to information regarding its programs and/or services offered.

In addition to its accessibility, other resulting benefits maybe the reduction of personnel cost due in part to the automated nature of the system as well as serve to increase the level of participants in the various programs administered by JeffCAP.

**RECRUITMENT, PARTICIPANT SELECTION AND
SERVICE RECORD RECOMMENDATIONS
(CONTINUED)**

RECRUITMENT/OUTREACH RECOMMENDATIONS, CONTINUED

- o The use of informational pamphlet which outlines services offered and the necessary eligibility and contact information offers another avenue to reach JeffCAP's target group. To that extent, we recommend that JeffCAP consider preparing an informational pamphlet outlining the services offered by JeffCAP and that JeffCAP establish a relationship with other area social service agencies, churches, etc. that would allow those agencies to assist JeffCAP in the distribution of the pamphlets which would serve to increase JeffCAP's client base. Using the existing in-house printing resources available JeffCAP can reproduce the required quantity at minimal cost for distribution.

- o Our discussions with management revealed that while all Neighborhood Service Centers are required to submit on a monthly basis, statistics regarding the number of clients served, there are no formally documented goals in terms of the number of participants budgeted to be served via the programs administered by JeffCAP. A review of statistics of participants served during 1995, provided to us by JeffCAP depicts the type of information necessary to assist in the development of budgets.

<u>CENTER</u>	<u>PARTICIPANTS SERVICED*</u>	<u>% OF TOTAL</u>	<u>NUMBER OF EMPLOYEES *</u>	<u>% OF TOTAL</u>
Marrero	17,902	38	11.4	37
Webco	8,568	18	6.2	21
Watson	9,500	21	6.2	21
Shrewsbury	<u>10,891</u>	<u>23</u>	<u>6.2</u>	<u>21</u>
Total	<u>46,861</u>	<u>100%</u>	<u>30.0**</u>	<u>100%</u>

* See Page IV-4 for explanation of (2).

** Includes a maintenance staff who floats between the Centers.

**RECRUITMENT, PARTICIPANT SELECTION AND
SERVICE RECORD RECOMMENDATIONS
(CONTINUED)**

RECRUITMENT/OUTREACH RECOMMENDATIONS, CONTINUED

In addition to the information previously discussed, a compilation, to include at a minimum: the total number of potential participants in JeffCAP's targeted group by center, and payroll and related fringe cost, should assist management in the development of realistic goals.

A review of the 1990 census prepared by the Bureau of the Census for Jefferson Parish detailing the population below the income poverty level, indicates approximately 62,800 individuals within that income category.

We recommend that departmental goals be established, documented and communicated to the applicable personnel for participant participation and that evaluation of program performance encompass the measurement of the attainment of those established goals and also to the potential number of participants in JeffCAP's targeted group. Establishment and monitoring the achievement of those goals would assist management in making those decisions in terms of resource allocation to better serve the targeted market.

PARTICIPANT SELECTION RECOMMENDATIONS

- o Our comparison of JeffCAP to the two (2) other Community Action Programs revealed that one of the keys to successfully reaching targeted groups is to be as accessible as possible to those targeted groups. As a result, we recommend that JeffCAP consider ways of facilitating the registration process for potential program participants. Specifically:
 - JeffCAP should consider setting-up temporary registration desks in area shopping centers, grocery stores, churches, and other areas frequented by large groups of people in which potential participants could register for participation in the programs offered by JeffCAP. These desks could be both informational and functional in that it would permit JeffCAP to get its message out to more people as well as allowing those who are interested and eligible to register for participation.

**RECRUITMENT, PARTICIPANT SELECTION AND
SERVICE RECORD RECOMMENDATIONS
(CONTINUED)**

PARTICIPANT SELECTION RECOMMENDATIONS, CONTINUED

- JeffCAP should also incorporate the participant registration process into the previously recommended door-to-door canvassing effort that would allow potential participants to register for participation in their homes. The increased accessibility to information about JeffCAP and the ability to partake in the services provided should enhance the effectiveness of JeffCAP.

SERVICE RECORD RECOMMENDATIONS

- o JeffCAP operates various programs via its CSBG funding. In order to ensure the maximum and most efficient utilization of its CSBG funding, we recommend that JeffCAP include in its fund allocation procedures, the flexibility to shift more CSBG monies into programs that benefit the most low to moderate income persons based on periodic needs analysis. Such a process will ensure the timely shifting of resources to meet the needs of this target group. Additionally, it is also recommended that expenses related to those programs operated via CSBG funding be tracked by program within the CSBG budget to assist management in the decision making process regarding the allocation of CSBG funds to those programs benefitting the most individuals.
- o Our comparison of JeffCAP to the two (2) other Community Action Programs previously discussed revealed that the use of delegate agencies has been an effective tool toward reaching a greater share of its participants without sacrificing the quality of services provided by one of the agencies. To that extent, JeffCAP should consider the use of delegate agencies to expand its service areas and participants currently covered by JeffCAP, to fully utilize its Headstart funding. (A review of Jefferson Parishes' poverty status report based on the 1990 census, suggests that approximately ten thousand (10,000) children between the ages of under five (5) to seven (7) are potentially available to participate in this program).

**RECRUITMENT, PARTICIPANT SELECTION AND
SERVICE RECORD RECOMMENDATIONS
(CONTINUED)**

SERVICE RECORD RECOMMENDATIONS, CONTINUED

Issues that should be considered in the planning stage of this approach, include the use of fixed price contract, with specific language incorporated into the contract with the respective entities regarding requirements of the services to be performed and timeframe.

This will allow for an effective evaluation of performance as well as limit JeffCAP's exposure to the extent of the fixed contract price.

OTHER PROGRAMS

JeffCAP

Client Profiles

Identifies and evaluates client situations for the handicapped, and poor in Jefferson Parish. A complete needs profile is needed for each application or family member.

Housing Counseling Project

The JeffCAP Housing Counseling service offers clients help in alleviating housing problems. Financial assistance is provided whenever funds are available. The housing counselors regularly provide financial management and budget counseling to residents. They maintain a close working relationship with mortgage companies and landlords in order to negotiate repayment plans, enabling the clients to keep their homes.

Client Households: 1,822

Units of service 4,555

Retired & Senior Volunteer Program (R&SVP)

The Retired and Senior Volunteer Program (R&SVP) provides volunteer opportunities for retired and senior persons, age 55 and over, with a myriad of experience and interests from all economic, educational, and social backgrounds to serve on a regular basis in a variety of settings throughout their communities. This program allows individuals to participate more fully in the life of their community through significant volunteer service. R&SVP volunteers provide services that utilize their own talents and interest, and present their communities with a rich array of options for addressing the full spectrum of community needs. Concurrently, the volunteers represent a valuable resource to local human service organizations.

Clients: 630 volunteers

Units of Service: 160,084
(Volunteer hours)

OTHER PROGRAMS, CONTINUED

JeffCAP, CONTINUED

Consumer Education

Consumer Education is provided to clients through workshops, classes, and seminars aimed at improving the buying habits and patterns of consumption. These meetings are conducted at the NSC's. Comparative shopping, car pooling, energy conservation and cooperatives are some of the topics discussed.

Clients: 1,704

Units of service: 4,457

Education/Operation Mainstream

Education/Operation Mainstream Program provides assistance in identifying and gaining access to available educational opportunities to adults and young people in the target area. NSC's provide space, office supplies, and volunteer recruitment resources.

Clients: 885

Units of service: 1,550

Health Assistance

Medical Assistance is available to low-income residents of Jefferson Parish. A physician from the community has been secured to hold weekly or bi-weekly clinics at the NSC. Health education workshops, lectures, and films dealing with eating habits, physical fitness, and substance abuse is also provided.

Clients: 1,281

Units of service: 1,581

Information and Referral

Low-Income residents are provided with information about projects operated by other local, private, state and federal agencies which serve the needy. Appropriate referrals are made and follow-ups of each individual referred are conducted to ensure delivery of services.

Clients: 2,597

Units of service: 15,342

OTHER PROGRAMS, CONTINUED

JeffCAP, CONTINUED

Senior Citizen

Provides senior citizen groups with regularly scheduled activities. Each NSC holds monthly senior citizen meetings. These meetings serve as a social outlet and an informal forum through which the seniors' opinions and concerns about local issues and community projects may be voiced. Parties may also be held at each meeting to honor those persons who celebrate their birthday during that month.

Clients: 533

Units of service: 19,508

Volunteer Income Tax Assistance

This program provides Volunteer Income Tax Assistance (VITA) to low-income individuals, many of whom are functionally illiterate, in preparing state and federal income tax return forms.

Clients: 320

Units of service: 725

Project S.A.N.E. (Summer, Activities, Nutrition and Experiences)

The program encompasses summer activities along with motivation experiences for low-income children ranging in ages from 5 to 13. There are field trips within the surrounding community and recreational activities including arts and crafts. Camps are expected to be located on both the East and West Banks.

TCA

Community Forums

In order to evaluate and modify existing programs and services and to identify emerging community needs. TCA conducts forums throughout the year. Residents of communities across the city are invited to the forums where they can get the latest information, exchange ideas, express concerns, formulate plans and ask questions of professionals in the fields of education, health, housing, energy conservation, violence and crime prevention, weatherization and employment. The forum process is mutually beneficial. Residents can obtain information they need to accomplish a specific goal, and TCA can be assured that its programs are designed to respond to the priorities and objectives of the community.

OTHER PROGRAMS, CONTINUED

TCA, CONTINUED

Water Service Assistance

The Water Service Assistance program provides assistance with Sewerage & Water Board bills to elderly and disabled persons who are unable to pay the bill due to emergency circumstances. Any applicant who is 60 or over or disabled and has a ten day cut-off notice from the Sewerage & Water Board may be awarded either a partial or full payment of the total bill, depending upon the amount of the bill. The bill must be in the applicant's name. Persons living in multi-family dwellings that have shared water meters are not eligible for water assistance.

Telephone Tape Library

The Telephone Tape Library is a collection of recorded messages that gives general information on a wide range of specific subjects. Most topics have been selected by community based focus groups and the messages have been developed with assistance from experts in the fields of law, medicine, education, employment, business and social work.

The messages are not intended to substitute for professional assistance, but to provide general information that may allow the caller to resolve a matter immediately or to determine whether more specific information or professional services are needed to fully answer a question or solve a problem.

LCAA

Other Outreach

The goal is to provide direct assistance or referrals for residents in any miscellaneous area as it becomes necessary.

Food Stamp Program

The objectives are to (1) improve the diet of low income households by supplementing their food purchasing ability and (2) promote the distribution of the nation's agriculture abundance in a beneficial manner, thereby strengthening, the agricultural economy.

ORGANIZATIONAL STRUCTURE COMPARISON

JeffCAP

JeffCAP is a public non-profit organization under the umbrella of the Jefferson Parish local government status.

The governing body for the parish is the Jefferson Parish Council. The Council President has been designated with the authority by the Council to undertake the management of all departments in the Parish of which JeffCAP is one.

In addition, the Council has established a Community Action Board consisting of one-third each of representation from the public and private sectors as well as the economically disadvantaged population.

The board primarily serves in an advisory capacity to the Council. JeffCAP is headed by an Executive Director who is hired and serves at the pleasure of the Parish President.

The Deputy Executive Director and all staff are classified employees under the Louisiana Civil Service System. See Organizational Chart.

The overall mission of JeffCap has been to remain on the cutting edge of human services and tailoring development efforts to local conditions.

The 1990 census, reflects the continued need for the services of JeffCAP.

A breakdown of the total population by Councilmanic district as prepared by Jefferson Parish Planning department and adopted on May 8, 1991 is as follows:

District 1	73,338
District 2	77,660
District 3	71,887
District 4	74,560
District 5	75,836
District 6	75,025

Of the total population 62,827 (14%) were at or below the poverty level. The poverty cycle of under education and unemployment bring with it a family environment of hopeless and despair. The above has been compounded by the economic downturn that has hit Louisiana during the past decade. U.S. Department of Labor records indicate that Louisiana has had the highest unemployment rate in the country since 1985.

**ORGANIZATIONAL STRUCTURE COMPARISON
(CONTINUED)**

JeffCAP, CONTINUED

The unemployment rate in the Greater New Orleans area (which includes Jefferson Parish) has remained over 8% every month since December 1984, rising as high as 11.9% from June through August of 1985 and January of 1987. The national average is currently 5.4%. Those areas of business which have historically held the employment hopes of the low-income, such as food products and service industries, have suffered the most serious downturns. As a result, even more Parish citizens have been pushed into the poverty level.

TCA, INC.

TCA, Inc. is a private non-profit organization headed by an Executive Director who is hired by its Board of Directors. The Board of Directors is composed of City officials to include the Mayor of the City of New Orleans and a member of the New Orleans City Council. A member of the Headstart policy Council is also represented on the Board.

The executive director is assisted by three directors and a personnel officer (Directors of Children, Youth and Families Operations and Administration). See Organizational Chart.

In addition to the twenty (20) centers participating in the delivery of service to the headstart program participants TCA, Inc. has five (5) delegate agencies under contractual arrangements to provide services to headstart participants.

The overall mission of the board is to address the diverse and changing needs of the New Orleans family with a strong commitment toward the empowerment of individuals and families who are determined to break out of poverty.

Based on the 1990 U.S. Census, Orleans Parish has an estimated population of 496,938.

Of the total population 152,042 (31%) were at or below the poverty level.

Based on a Louisiana Department of Labor Office of Employment Security Research and Statistic Unit report (April, 1995) New Orleans has a labor force of 205,800 with 12,700 unemployed. This translates to a rate of 6.20% compared to the United States rate of 5.50%. The most recent statistics for 1994 reflects a rate of 8.10% for Orleans to a United States rate of 6.10%. As a result of the downturns in employment in the parish of Orleans, more citizens have been pushed into the poverty level.

**ORGANIZATIONAL STRUCTURE COMPARISON
(CONTINUED)**

TCA, CONTINUED

It is this need, that has been the hallmark of TCA's overall objective to identify and design plans of action aimed at improving social and economic conditions of the poor.

TCA on an annual basis establishes specific goals for all programs it administers. In addition to an annual evaluation of goals attained, by its Program, Budget and Finance Committees, a monthly review is conducted through briefings of TCA's fiscal and program operations.

LCAA, INC.

LCAA, Inc. is a private non-profit organization established under the Economic Opportunity Act of 1964 and subsequent amendments and resolution of the LaSalle Parish Policy Jury. LCAA, Inc., is headed by an Executive Director who is hired by its Board of Directors. The board is represented by the public and private sectors as well as the economically disadvantaged population.

LCAA has one hundred and fifty-six (156) employees (part-time and full-time) all hired at the discretion of the Executive Director. (see organizational chart) The overall mission of LCAA, Inc. is to encourage resident participation and development of the provision of activities and/or services designed for the alleviation of the poverty situations under which the low income and handicap strive to exit ultimately promoting self-sufficiency both in economic status and relationships with important institutions within the community.

LCAA, Inc. uses Community Development Centers within each parish to provide its services and/or undertake its activities.

The ultimate goal of LCAA is self-sufficiency for its service recipients in both economic status and relationships with important institutions within the communities.

LCAA's current service area has over thirty thousand (30,000) low-income and disabled persons.

To ensure its continued sensitivity to the needs of its constituents, LCAA conducts an ongoing needs survey of its community residents. The surveys involve the communities in the development and implementation of all current program year plans. One positive outcome is the determination of area priorities.

ORGANIZATIONAL STRUCTURE RECOMMENDATIONS

- o Currently, the various centers and departments within the JeffCAP organization do not have defined departmental and/or program goals.

While the respective programs have overall goals and objectives incorporated in the CSBG proposal submitted annually, these goals are not specifically defined to provide for a measure of the various departments and centers performance.

We recommend that JeffCAP consider the establishment of a process that will provide for specific departmental goals and objectives, to allow for an adequate measure of its program/department efficiency.

- o JeffCAP's fiscal operations are centralized. However, the current system does not provide for an adequate tracking of expenditures by cost center to allow for an effective evaluation of funds utilization.

It is our understanding that JeffCAP's upgraded computer system has the capacity to code expenditures to accommodate the effective tracking of expenditures by cost center.

To that extent, we recommend the use of cost centers which would allow for a better review of each department and/or program's performance. This will also facilitate the timely identification and redirecting if necessary, of unspent and/or available funds.

In addition, the use of cost center will blend to an enhanced allocation of expenditures currently lumped into JeffCAP's headstart in-kind matching without jeopardizing the in-kind matching requirement.

For instance the use of a periodic study of time expended by personnel over an established timeframe may serve as the basis for allocation of payroll and related cost, with square footage utilized for the allocation of occupancy cost etc.