



COMMUNITY ACTION TRAINING

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COMMUNITY ACTION TRAINING for
California – Nevada Community Action Partnership

COMMUNITY ACTION TRAINING

AGENDA

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- I. History of Community Action
- II. The Leadership Network of National Organizations
- III. Community Action Philosophy
- IV. Impact and Future of Community Action
- V. Tripartite Boards
- VI. Local Control/Maximum Feasible Participation

COMMUNITY ACTION TRAINING HISTORY

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FEDERAL LEGISLATION

- The Economic Opportunity Act of 1964
- The Head Start-Economic Opportunity
- Community Partnership Act of 1974
- The Omnibus Reconciliation Act-CSBG

FEDERAL ADMINISTRATION

- The Office of Economic Opportunity
- The Community Services Administration
- The US Department of Health & Human Services
- Office of Community Services

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HISTORY

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LEGISLATION:

- THE ECONOMIC OPPORTUNITY ACT OF 1964
The War on Poverty “to eliminate the paradox of poverty in the midst of poverty”
- Lyndon Baines Johnson

ADMINISTRATION:

- THE OFFICE OF ECONOMIC OPPORTUNITY Director - Robert Sargent “Sarge” Shriver
- The War on Poverty should give “maximum feasible participation to the poor”.
- Programs: Job Corp for at risk who had run afoul of the law
 Head Start for low income pre-schoolers
 Legal Services to provide equal protection for low income families
 Community Action an agency to address all problems of the poor
- Later Programs: Upward Bound to aid poor youth with access to higher education
 Community Health Clinics to provide access to health care
 Rural Programs to address rural poverty
 Migrant Seasonal Farm workers to aid a vulnerable group
 Native American Programs for the first Americans
 VISTA the domestic Peace Corp
- More Programs: Home Weatherization
 Individual Development Accounts
 Earned Income Tax Credits

COMMUNITY ACTION TRAINING HISTORY

LEGISLATION:

- THE HEAD START-ECONOMIC OPPORTUNITY-COMMUNITY PARTNERSHIP ACT of 1974 when the presidential attempt to abolish Community Action failed, the focus was changed from advocacy and empowerment to community services only.
- Richard Nixon/ Gerald Ford

ADMINISTRATION:

- New Name COMMUNITY SERVICES ADMINISTRATION Director - Graciela Olivarez
- Program Changes:
 - transferred the Community Health Clinics to US Dept. of Health-Education-Welfare
 - transferred Upward Bound to US Dept. of Health-Education-Welfare
 - transferred Job Corp and Migrant Seasonal Farm workers to Dept. of Labor
 - established Legal Services as a separate federal agency
- New Program:
 - Weatherization to train unemployed/unskilled workers with a marketable skill and to reduce the cost of heating/cooling for older Americans.

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HISTORY

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LEGISLATION:

- New Name OMNIBUS RECONCILIATION ACT OF 1981 ---The Community Services Block Grant
- “We had a War on Poverty and poverty won” - *Ronald Reagan*
- The CSBG strengthened the role of the states as the “pass through” and changed the funding stream from federal to local CAA’s directly to federal-state-local. The states in turn had the authority to set up separate offices or integrate the CSBG program into existing state offices. The law was amended in 1998 by Public Law 105-285.

ADMINISTRATION:

- US DEPT. OF HEALTH & HUMAN SERVICES - Office of Community Services
Director - Jeanie Chaffin, former CAA director and the Missouri state CSBG Director
- Programs: VISTA became the Corporation for national Service (AmeriCorp)
- New Programs: Low Income Home Energy Assistance Program to provide utility assistance and weatherization to seniors, disabled and families with children under five years of age.
Community Development Financial Institutions (CDFI) a matched savings program for the working poor.
Earned Income Tax Credit (EITC) provides a credit and free tax preparation for the working poor.

COMMUNITY ACTION TRAINING LEADERSHIP NETWORK

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There are four national organizations established by Community Action leaders over its 50 year history to assist CAA boards and agencies, new agencies, new CAA boards and new CAA directors.

- **COMMUNITY ACTION PARTNERSHIP (NCAP)**, the national trade association with regional and state affiliates. Director-Donald Mathis
- Membership fee is .001% of the CSBG contract.
- Programs:
 - Award for Excellence an accreditation process for sound agency management.
 - Certified Community Action Professional (CCAP), a professional development program for CAA executives and managers.
 - Community Economic Development—an awards program for CAA's conducting community economic development projects.
 - Hosts Annual Convention-2014 scheduled for Washington, D.C in August
 - Address: 1140 Connecticut Avenue NW
Washington, DC 20036
202. 265-7546

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LEADERSHIP NETWORK

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- **NATIONAL COMMUNITY ACTION FOUNDATION (NCAF)**, the legislative arm for advocacy; lobbies Congress on behalf of the agencies; helps write the enabling legislation.

Director-David Bradley, Esq.

- Membership fee cannot come from CSBG but from agency discretionary funds and individuals agency board and staff contribute to NCAF.
- Programs:
 - Annual Legislative Seminar-scheduled for March 2014
 - Masters Degree Program in Economic Development with Southern New Hampshire University.
 - Green Job Connection with BPI, Inc.
 - Address: 1 Massachusetts Avenue-Suite 310
Washington, DC 20001
202. 842-2092

COMMUNITY ACTION TRAINING LEADERSHIP NETWORK

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- **NATIONAL ASSOCIATION OF STATE COMMUNITY SERVICE PROGRAMS (NASCSPP)**, the organization for state CSBG and Weatherization administrators'.
Director -Timothy Warfield

- Programs:
 - Over sees compliance with ROMA for HHS-OCS
 - Aggregates all annual state CSBG and LIHEAP reports for submission to HHS-OCS
 - Conducts research related to the CSBG
 - Host annual conference- September 2014 in Raleigh, NC
 - Address: 444 North Capitol St NW Suite 846
Washington, DC 20001
202. 624-5866

COMMUNITY ACTION TRAINING LEADERSHIP NETWORK

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- **COMMUNITY ACTION PROGRAM LAW (CAPLaw)**, the legal arm which provides education and assistance to CAA's to enhance capacity to operate sound organizations at the local level.

Director-Anita Lichtblau, Esq.

- Membership is through regional and state associations except for specific services to local agencies.
- Programs:
 - Legal Services to network
 - Regional Workshops on Federal Legislation and Regulations
 - Annual Conference in June – scheduled for June 18-20 in New Orleans
 - Address: 178 Tremont Street 10th Floor
Boston, Massachusetts, 02111
617. 357-6915

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IMPACT AND FUTURE

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□ COMMUNITY ACTION PHILOSOPHY

Helping People-Changing Lives

- The CSBG recaptured the values of advocacy and empowerment and retains the philosophy of Community Action embodied in the original program and all funds leveraged with Community Action funds assume the philosophy:
 - Local Control
 - Maximum Feasible Participation of the Poor
 - Give Voice to the Poor to Speak in their Own Behalf
 - Community Capacity Building
 - Maximum Feasible Participation of the Poor
 - *Partnerships
 - *Volunteerism
 - *Community dialogues/ forums
 - *Grassroots leadership
- This philosophy sets out the vision and values of Community Action.

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ORGANIZATIONAL STANDARDS AND ROMA

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Maximum Feasible Participation

STANDARD ONE: Consumer Input and Involvement

Community Action is rooted in the belief that people with low incomes are in the best position to express what they need to make a difference in their lives. CSBG-Eligible Entities work in partnership with the people and communities they serve. Community action works in a coordinated and comprehensive manner to develop programs and services that will make a critical difference in lives of participants, Individuals and families are well attuned to what they need, and when Community Action taps into that knowledge, it informs our ability to implement high impact programs and services.

Research shows that through engagement in community activities such as board governance, peer to peer leadership, advisory bodies, volunteering, and other participatory means, the poor build personal networks and increase their social capital so that they are able to move themselves and their families out of poverty. Community action is grounded in helping families and communities build this social capital for movement to self-sufficiency.

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ORGANIZATIONAL STANDARDS AND ROMA

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MAXIMUM FEASIBLE PARTICIPATION Con't

STANDARD TWO: Community Engagement

No CSBG Eligible Entity can meet all of a community's needs independently. Through formal and informal partnerships, ongoing community planning, advocacy, and engagement of people with low incomes, partners ranging from community and faith-based organizations, educational institutions, government, and business can work together to successfully move families out of poverty and revitalize communities.

Community Action is often the backbone organization of community efforts to address poverty and community revitalization: leveraging funds, convening key partners, adding the voice of underrepresented, and being the central coordinator of efforts. It is not a easy role to play, but a vital one for families and communities.

STANDARD THREE: Community Assessment

Local control of federal CSBG resources is predicated on regular comprehensive community assessments that take into account the breadth of community needs as well as the partners and resources available in a community to meet these needs. Regular assessment of needs and resources at the community level is core to the foundation of Community Action and a vital management and leadership tool that is used across the organization and utilized by the community to set the course for both CSBG and all agency resources.

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ORGANIZATIONAL STANDARDS AND ROMA

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□ BOARD GOVERNANCE

STANDARD FIVE: Community Action Boards are uniquely structured to ensure maximum feasible participation by the entire community, including those the Network serves. By law, Community Action Boards are comprised of 1/3 low-income consumers (or their representative), 1/3 elected officials (or their appointees), and 1/3 from the private sector of the community. To make this structure work as intended, CAAs must recruit board members thoughtfully, work within communities to promote opportunities for board services, and orient, train, and support them in their oversight role. Boards are foundational to good organizational performance and the time invested to keep them healthy and active is significant, but necessary.

- The governing board is structured in compliance with the CSBG ACT
- The governing board has written procedures that document the selection process for low-income board members to assure that they are representative of the low-income community.

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ORGANIZATIONAL STANDARDS AND ROMA

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RESULTS ORIENTED MANAGEMENT AND ACCOUNTABILITY

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

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

Goal 1: Low-income people become more self-sufficient.

Goal 2: The conditions in which low-income people live are improved.

Goal 3: Low-income people own a stake in their community.

Goal 4: Partnerships among supporters and providers of service to low-income people are achieved.

Goal 5: Agencies increase their capacity to achieve results.

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.



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TRIPARTITE BOARDS

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□ COMMUNITY ACTION TRIPARTITE BOARDS

The Community Services Block Grant requires designated local agencies (CAA's) to have tripartite boards. Low income representation was added in the days of revenue sharing (the 70's) when local elected officials tried to dominate the boards and the course of the funding. Today, of the three sectors (Public- Private-Low Income) only the low income sector can have more than one third representation. The rule applies to boards of government-sponsored and private non-profit boards.

□ Other compliance factors include:

- An annual or biennial Needs Assessment that involves the Poor
- Resource Generation/ Leveraging
- Partnerships and Coordination
- Maximum Impact and ROMA Outcome Measurements

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BOARD BYLAWS AND RESPONSIBILITIES

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- The Board Bylaws are the rules of engagement and adherence to its provisions is critical. Bylaws answer the question of who the Board is, what the Board does and how the Board conduct business. Policies and procedures should be rooted in the Bylaws. Sub-Committee are spelled out in the Bylaws; Executive, Planning, Finance and Membership committees are essential. Others are determined by the agency work program. Bylaws can be managed by an Ad Hoc Committee and should be revisited biennially to change provisions or address new provisions.
- The Board responsibilities are important to good operations.
 - The Board is responsible for agency contracts and the chairman should sign all contracts.
 - The Board is responsible for agency audits and should select the audit firm.
 - The board is responsible for approving the annual budget and receiving monthly reports.
 - The Board had fiduciary responsibility for maximum impact resulting from expenditures.
 - The Board is responsible for Board meeting, agendas and Minutes.
 - Board members should be required to attend a requisite numbers of meetings and come prepared to conduct business.
- These responsibilities must be reflected in the Board's Bylaws. The Board determines the vision for the agency and serves as the bridge between the agency and community, sharing that vision and receiving feedback all strata of community.

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BASIC RESPONSIBILITY WORKSHEET

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RESPONSIBILITY	MY BOARD SUPPORTS THIS RESPONSIBILITY	MY BOARD COULD IMPROVE IN THIS AREA
1. Determine the organization's purpose and mission		
2. Select the executive		
3. Support the executive and review his or her performance		
4. Ensure effective organizational planning		
5. Ensure Adequate resources		
6. Manage resources effectively		
7. Determine and monitor the organization's programs and services		
8. Enhance the organization's public image		
9. Serve as a court of appeal		
10. Assess its own performance		



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ACCOUNTABILITY AND INNOVATION

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2015 CSBG Budget Request requires more accountability and innovation.

1. It will reward high performing agencies only
2. It will provide for competition when programs fail to meet organizational standards
3. It will authorize immediate suspension of funding if there is fraud or criminal wrongdoings

Modifications call for strengthening community needs assessments and planning.

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SUMMARY

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- Over the years, Community Action like the phoenix has risen from the “slings and arrows of outrageous fortunes” and carried on developing new strategies for moving families out of poverty or helping them to cope with crisis and to seek self- sufficiency. With the transfer of program to other federal agencies, the philosophy, the vision and the values remained inherent in the programs. Community Action leaders identified new needs and new trends and responded with new strategies to meet the needs. The success of Community Action rests with local agencies where the drama of Community Action is played out.
 - The US Dept of Health & Human Services has mandated the process used for the Award for excellence become mandatory as an accreditation process for more accountability. In his 2011 State of the Union speech, President Obama recommended a 50% reduction in the CSBG but thanks to David Bradley the recommendation was rejected.
 - Funding for 2011-12 federal fiscal year includes:
 - \$713M for CSBG (same as 2012-13)
 - \$35M for CSBG Discretionary
 - \$432M for LIHEAP
 - Thank You
- Q & A