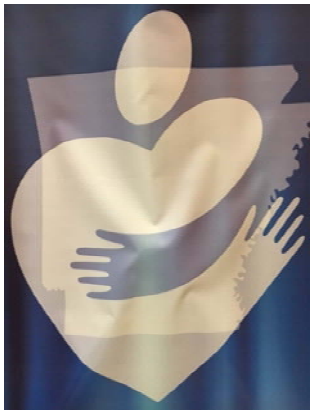
Community Action Partnership-National Update
Arkansas Community Action Agencies Association Annual Conference



Presented by:
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Community Action Partnership
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Washington, DC 20036
dharlow@communityactionpartnership.com

The Promise of Community Action

Community Action changes people's lives,
embodies the spirit of hope,
improves communities, and
makes America a better place to live.

We care about the entire community and
we are dedicated to helping people
help themselves and each other.

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AMERICA'S POVERTY FIGHTING NETWORK

Happy Community Action Month!

Community Action Partnership's Three Key Focus Areas

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Advocacy

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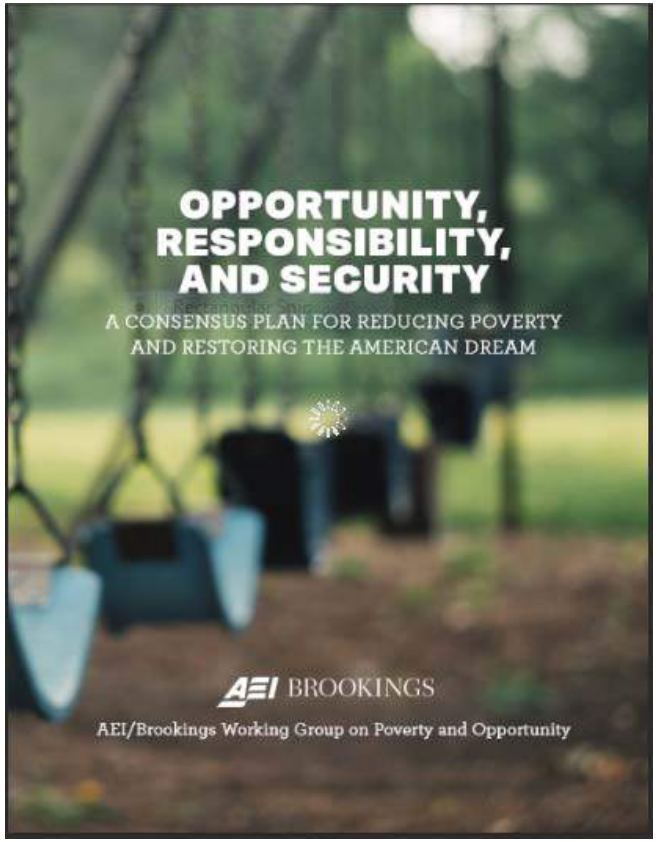
Opportunity, Responsibility, and Security: A Consensus Plan for Reducing Poverty and Restoring the American Dream



- A Report from the American Enterprise Institute and the Brookings Institution

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Expanding Opportunity in America

- A Discussion Draft from the House Budget Committee
- Opportunity Grants
- Hints of what's coming:
  - "More Capable Adults" – TANF/work requirements
  - "Aligning Incentives" – Tax credits
  - "Outcomes Flexibility with Accountability" – Data and evidence, funding what works, social impact funds
  - "Improve Integrity of Programs for those most in Need" – Fraud
  - No specifics for elderly or children

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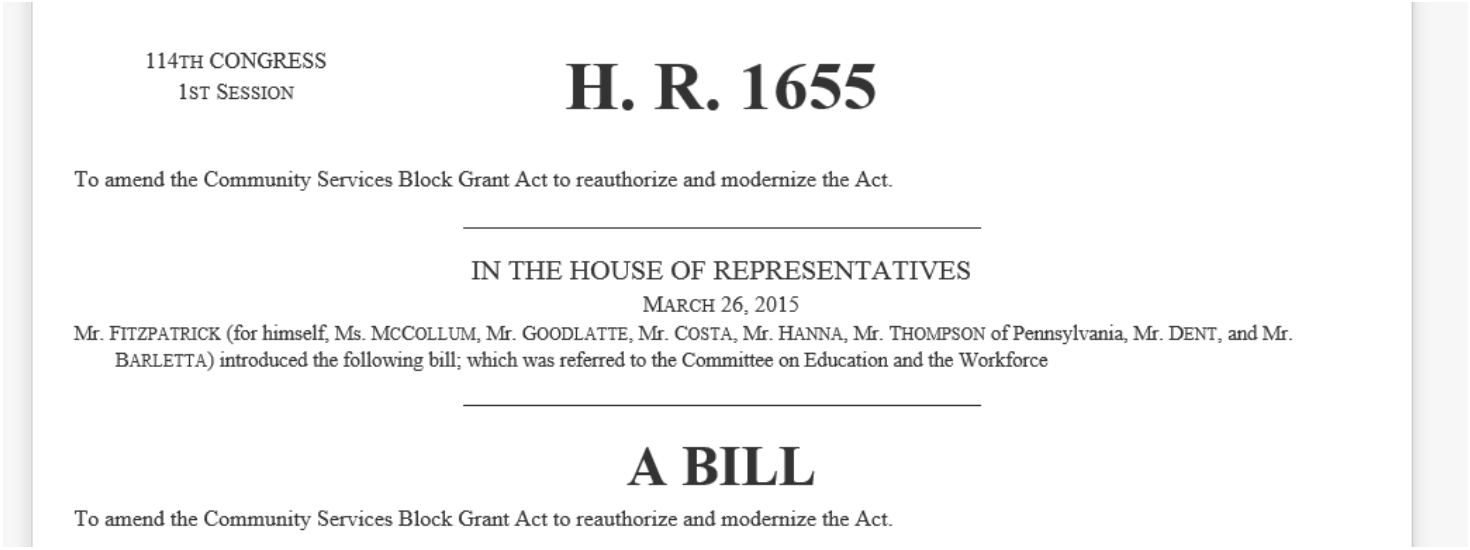
Community Action Partnership
America's Poverty Fighting Network

HR 1655

- CSBG Reauthorization
- Bipartisan
- Sponsors



114TH CONGRESS
1ST SESSION

H. R. 1655

To amend the Community Services Block Grant Act to reauthorize and modernize the Act.

IN THE HOUSE OF REPRESENTATIVES

MARCH 26, 2015

Mr. FITZPATRICK (for himself, Ms. MCCOLLUM, Mr. GOODLATTE, Mr. COSTA, Mr. HANNA, Mr. THOMPSON of Pennsylvania, Mr. DENT, and Mr. BARLETTA) introduced the following bill; which was referred to the Committee on Education and the Workforce

---

A BILL

To amend the Community Services Block Grant Act to reauthorize and modernize the Act.

Visibility

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Branding and Communication

CAP Tulsa @CAP_Tulsa · 17h
We work to meet the needs of low-income families in Tulsa by using a two-generation approach to eradicate poverty **#BeCommunityAction**

2 2

NC Community Action @NCCommAction · 19h
We are excited about our Social Media workshop at #NCCAACon2016 we are committed to harnessing the power of social media **#becommunityaction**

1

IHCDA @IHCDA · 23h
May is National Community Action Month. To Indiana's **#BeCommunityAction** Agencies, thank you for all you do!

Community Action Month
May 2016
#BeCommunityAction

MinnCAP @MinnCAP · May 4
Our Board members celebrating Community Action month during a break in the meeting #BeCommunityAction #WelcomeWed

ARVAC Inc.
May 19 at 2:20pm

The ARVAC staff works tirelessly to help the individuals, families, and communities of the Arkansas River Valley. It is because of their hard work and dedication that ARVAC can continue to serve our communities and fulfill our mission. #ThankfulThursday #BeCommunityAction

HOPES CAP, Inc. @HOPESCAPINC · 16h
We take #WellnessWednesday very seriously! **#BeCommunityAction** @CAPartnership

Branding and Communication

- New Website on its way
- Focused eNews
- Potential Branding Summit
- Tools and Resources

Community Action Month May 2016

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Community Action Month begins Post selfie with huggy heart and post on twitter 1	#missionmoment monday Team discussion on what Community Action means to your community 2	National Teachers Day Thank your Head Start /EHS teachers today 3	#WelcomeWed Host an open house for your CAA – invite neighbors, partners and media 4	#Thankful Thursday Host staff appreciation lunch 5	#FlashbackFriday Post pictures of your original Board of Directors 6	#SportsSaturday Take a field trip to a local baseball game wearing a Community Action T-shirt! 7
#MothersDay 8	#Motivation Monday Recite the Community Action Promise at your staff meeting 9	#Transformation Tuesday Post success stories on your website and your social media feeds 10	#WeCare Wednesday Invite local elected officials for a site visit. #TalkPoverty 11	International Nurses Day Thank any nurses you have on staff and those participating in your programs 12	#FlashbackFriday Post pictures of your agency from the 60s, 70s, and 80s 13	May is older Americans Month Highlight your programs for seniors with a local TV station 14
Host a Community Cleanup Day 15	#MotivationMonday Record video of your staff chanting "Community Action: Helping People, Changing Lives!" 16	#Transformation Tuesday Host a Poverty Simulation 17	#Weatherization Wednesday Post before and after pictures of a recent weatherization project 18	#TrainingThursday Make plans to register for the Partnership Convention–Early Bird rates end May 27! 19	#FlashbackFriday Post elementary school pictures of your staff 20	Armed Forces Day Thank you to all your veterans on staff 21
Host a "Sleep Out" to raise awareness about homelessness 22	#MotivationMonday Lead a team discussion on your CAAs mission statement 23	#Transformation Tuesday Have staff and board participate in a Community Service Day activity 24	#WeCare Wednesday Head Start kids color the huggy heart and post on social media 25	#Thankful Thursday Thank your volunteers and your board members 26	#FoodFocusFriday Post pictures of Meals on Wheels, Community Gardens, Food Pantries . . . 27	#TalkPoverty Post key stats and stories from your agency on Facebook 28
29	#Memorial Day Highlight Veterans on social media 30	#Transformation Tuesday Post success stories on your website and your social media feeds 31				

Technical Assistance

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T/TA Efforts

- CSBG Organizational Standards, Learning Communities, ROMA Next Gen
  - New COE Funding Opportunity
  - ROMA Next Gen
- Annual Convention
  - Austin, TX August 30-September 2
- Webinars
- Potential New Executive Director Retreat

New Organizational Standards COE

"Through this new cooperative agreement, OCS will implement the next phase of the Organizational Standards COE to ensure that all State CSBG Lead Agencies and local CSBG-eligible entities are able to meet high-quality **organizational standards**, **State Accountability Measures**, and **other CSBG Performance Management Framework efforts** and have the **capacity to provide** high-quality services to low-income individuals and communities."

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New Organizational Standards COE

- $600,000/year for three years
- 3 years-September 30, 2016-September 29, 2019
- Broader than Organizational Standards
  - Organizational Standards
  - State Accountability Measures
  - Performance Management Framework
  - ROMA Next Generation
- States, State Associaitons/RPICs, National Partners
- Regional Convenings and Initiatives
- State-specific T/TA Plans, Implementation, and Analysis
- Engagement with the Office of Head Start and regional offices

TOOLS AND RESOURCES TO ASSIST WITH ORGANIZATIONAL STANDARDS

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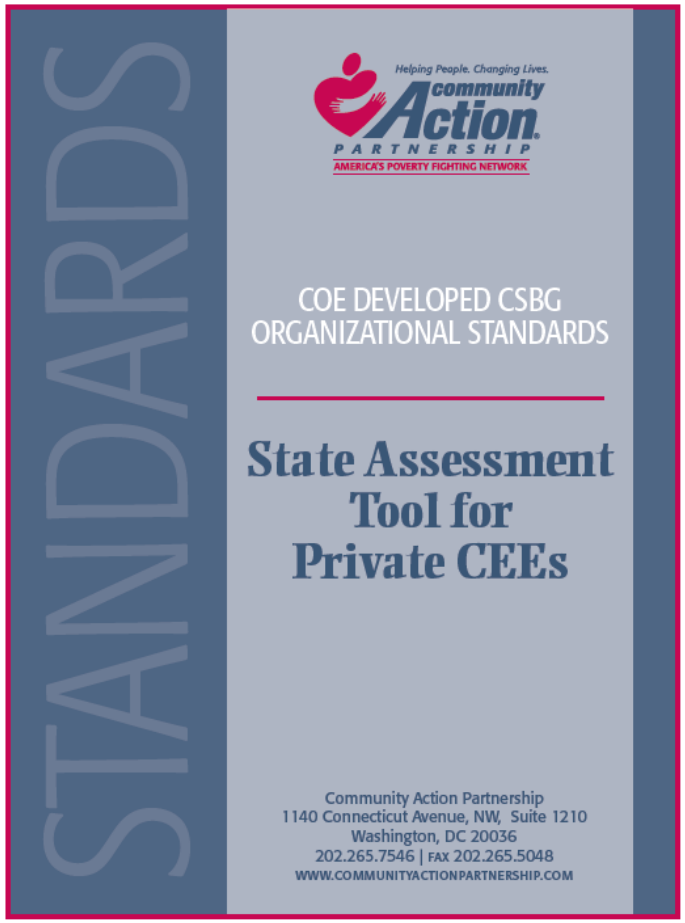
Tools to Help Assess



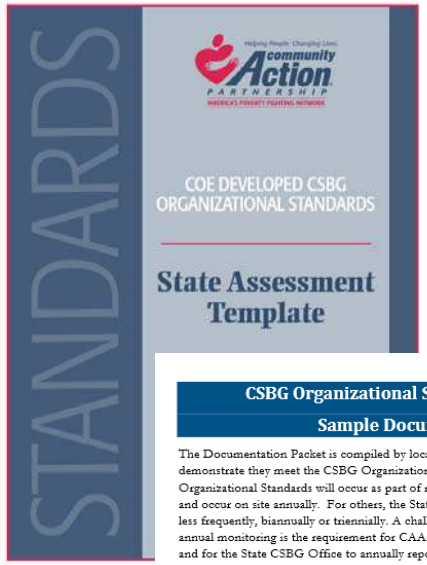
- Assessment Tool
- Separate Tools for States and CAAs
- Separate Tool for Private and Public CAA State Assessments
- Includes Final COE-Developed Standards Language
- COE Guidance

Assessment Template

States and CAAs

Summary Sheet

Documentation Packet



CSBG Organizational Standards-Self Assessment

Sample Documentation Packet

The Documentation Packet is compiled by local CAAs as they collect information annually to demonstrate they meet the CSBG Organizational Standards. For many CAAs, the assessment of Organizational Standards will occur as part of regular monitoring by the State CSBG Lead Agency and occur on site annually. For others, the State CSBG lead Agency conducts on site monitoring less frequently, biannually or triennially. A challenge for States and CAAs that do not conduct annual monitoring is the requirement for CAAs to demonstrate they meet the Standards annually and for the State CSBG Office to annually report the number of CAAs meeting Standards.

To meet this challenge, CAAs and State CSBG Lead Agencies will develop a process that meets the needs in that State. Tools and resources are available from the Organizational Standards Center of Excellence (OSCOE) to assist CAAs and States to meet this challenge in ways that are not overly burdensome. This tool focuses on capturing and filing the documentation necessary to demonstrate how a CAA meets each Standards. This tool and others can be found at www.communityactionpartnership.com.

CAAs will need to demonstrate they meet all Standards annually. Many individual Standards require action on an annual basis, while others do so on a biannual, triennial, or even five year span. There will be materials local CAAs will need to collect that may not change over a five year period (e.g. bylaws, strategic plan). In addition, there will be documents that will need to be collected that may be created monthly (e.g. board minutes). There are certain documents that will be used to demonstrate the CAA meets multiple Standards. This tool is provided to be a guide to help CAAs and State CSBG Lead Agencies think about how to collect, store, and report needed materials over time, limiting duplication of effort. It frames the collection of materials under the title of "Documentation Packet".

A CAA's Documentation Packet may be:

- **Hard copy or electronic (or a blend).** Some CAAs may prefer to have a binder, file folder, banker's box, or other hard copy system for collecting and storing the documents. Others may prefer electronic documents. In some cases, CAAs may use a mix of both options.
- **Stored at the CAA, State CSBG Lead Agency, in the "cloud", on in some other document sharing environment;** Depending on the system established, the Documentation Packet may be stored at the CAA for access during onsite monitoring, at the State Office for desk audits, or in an online file sharing/storage system accessible to both and even perhaps third parties.
- **Formally updated periodically or as part of the annual assessment process.** Some CAAs may choose to update the Documentation Packet monthly as new materials are developed or may choose to select a single time each year they update the packet.
- **Spread across multiple years.** Some documents may be submitted in the initial Documentation Packet and may not need to be updated for two to four years. CAAs and

SAMPLE Table of Contents (EACH CAA's TABLE OF CONTENTS WILL VARY)

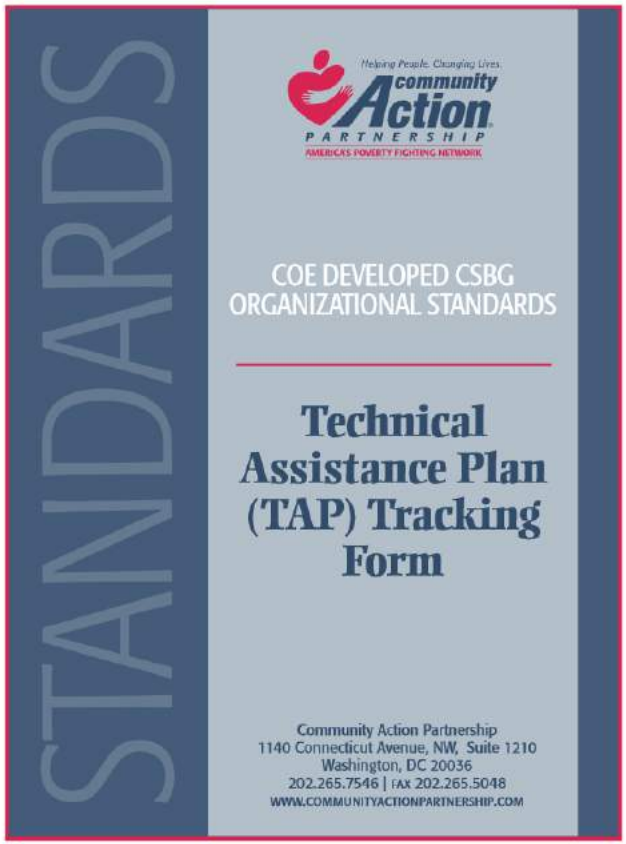
A. Check Off List of items on File with State CSBG Office	#
B. Relevant Portions of Board Approved Strategic Plan	#
C. Additional Strategic Planning Documents	#
a. Committee Meeting Minutes/Notes	#
b. Summaries of Focus Groups/Surveys	#
D. Relevant Portions of Community Needs Assessment	#
a. Additional Community Needs Assessment Documents	#
E. Relevant Board Minutes/Sections	#

Date of Assessment _____ Agency Name_____

Section 1: CSBG Organizational Standards Which Need to Be Documented as Met Annually

Standard Number	Standard	Standard Category	CAA Assessment Met ☑	CAA Assessment Not Met ☑	Documentation Packet Page Number(s)	State's Assessment Agrees with CAA's Y/N	Notes
1.1	The organization demonstrates low-income individuals' participation in its activities.	Consumer Input and Involvement					
1.3	The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.	Consumer Input and Involvement					
2.1	The organization has documented or demonstrated partnerships across the community, for specifically identified purposes; partnerships include other anti-poverty organizations in the area.	Community Engagement					
2.3	The organization communicates its activities and its results to the community.	Community Engagement					
2.4	The organization documents the number of volunteers and hours mobilized in support of its activities.	Community Engagement					
4.2	The organization's Community Action plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.	Leadership					

Technical Assistance Plan Tracking Form



DRAFT STATE TECHNICAL ASSISTANCE PLAN TRACKING FORM*

AGENCY NAME: _____

MONITOR NAME: _____ DATE FORM COMPLETED: _____

Unmet CSBG Organizational Standard Number	Performance Improvement Deliverable	Deliverable Deadline	Person Responsible	Progress Review Date	Initial Review Date	Previous Actions Taken	Action Status**			Comments - Updates
							NS	UW	C	

** Please attach other documents as needed and appropriate. Form may be modified/adapted, as needed, by State CSBG Offices. Form may be completed quarterly or as frequently as needed.*

*** NS (Not Started) UW (Underway) C (Task Completed)*

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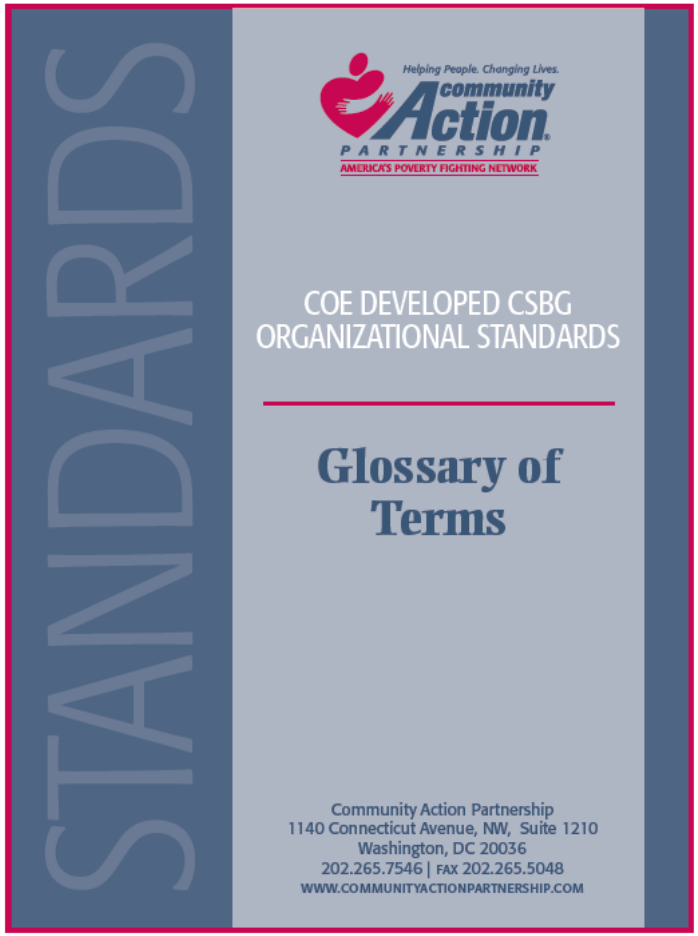
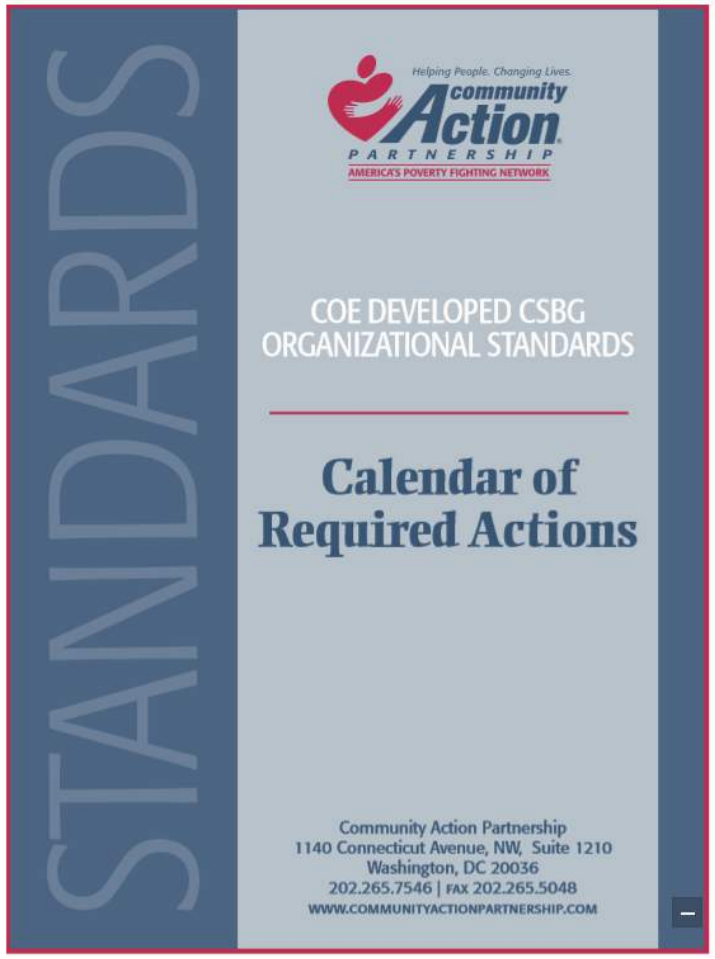
Tools to Help Assess



Glossary of Terms

This glossary is provided as guidance by the Organizational Standards Center of Excellence (OSCOE). It is intended to provide some clarity as to the intent of the CSBG Working Group in the development of the Standards. Please note that this is not official guidance and CAAs and State CSBG Offices are encouraged to work together to come to agreement on definitions and to refer to the CSBG Act and Office of Community Services' Information Memoranda when needed.

Calendar of Required Actions

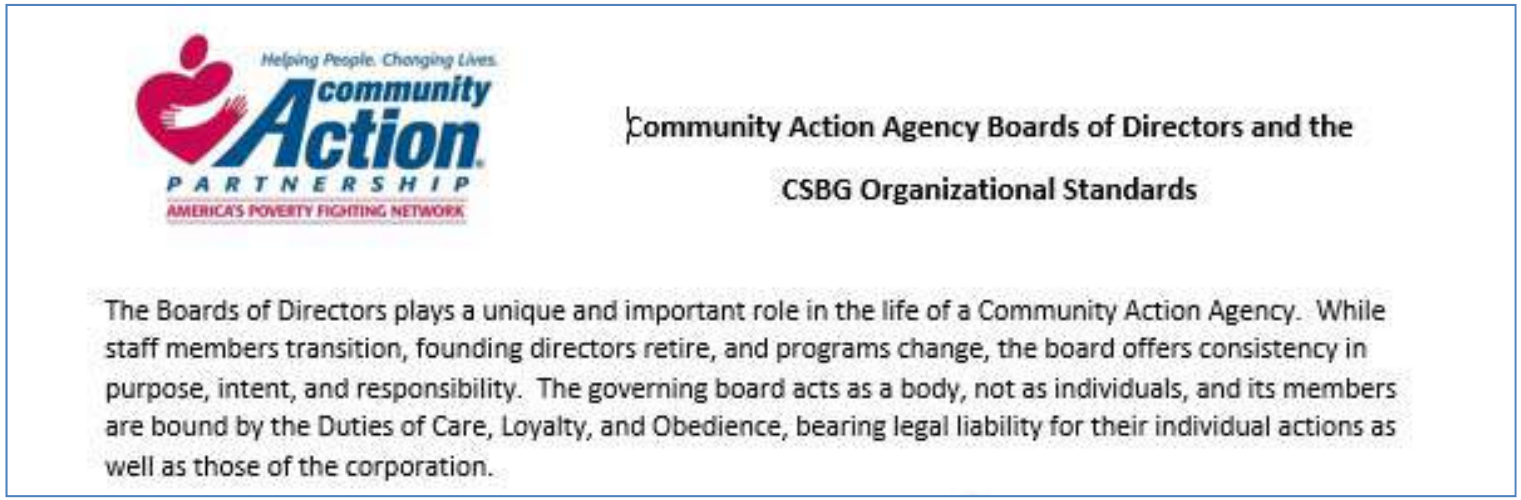


- Annually
- Every 2 Years
- Every 3 Years
- Every 5 Years
- Documentation

Tools Already Available to Help CAAs Meet the Standards

Boards of Directors/Advisory Boards

- Handouts
- Videos

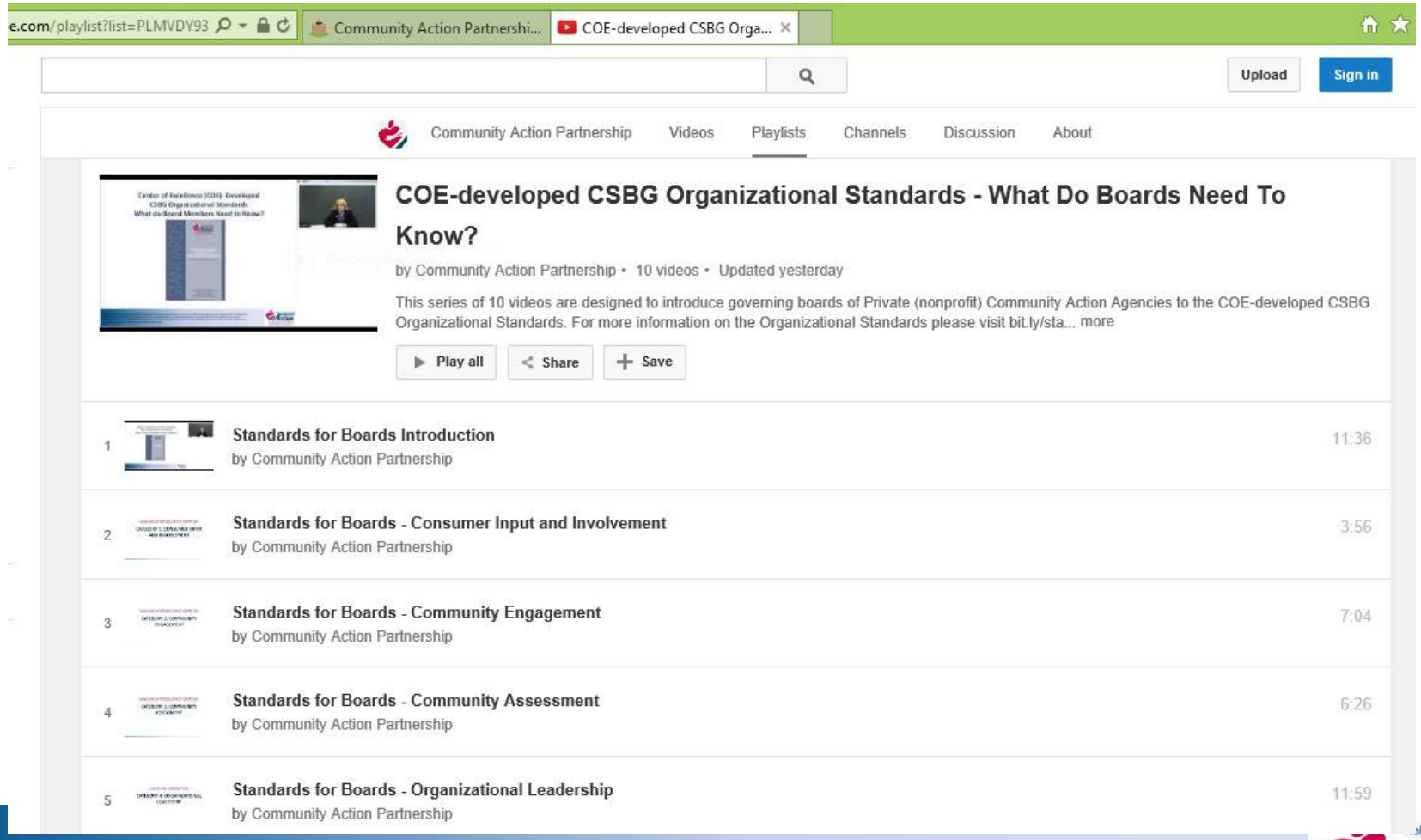


Community Action Agency Boards of Directors and the

CSBG Organizational Standards

The Boards of Directors plays a unique and important role in the life of a Community Action Agency. While staff members transition, founding directors retire, and programs change, the board offers consistency in purpose, intent, and responsibility. The governing board acts as a body, not as individuals, and its members are bound by the Duties of Care, Loyalty, and Obedience, bearing legal liability for their individual actions as well as those of the corporation.

Community Action Partnership YouTube Channel-Board Videos



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Toolkits and Webinars for Each of the Nine Categories

- Additional Guidance
  - Definition
  - Compliance
  - Document
- Beyond Compliance
- Resources
- Assessment Scales

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Toolkit Sections

Standard 5.2 The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.

A. Guidance on the Definition and Intent of the Standard

The CSBG Act states that CAA boards must have the tripartite structure noted above, including at least one-third of its membership being democratically selected representatives of the low-income community. Standard 5.2 states that CAAs need to have written procedures for how this is done in their local organization. It is important to note that the Act states democratically *elected*, not elected. Once a potential board member is selected, that individual will still need to be elected and seated to the board following the CAA's bylaws and board policies.

According to IM 82 "the implicit intent of this requirement is to insure that those who currently live in areas served by the agency are represented so that they have a strong voice in agency governance and direction and are able to convey to those they represent the presence and significance of community action in their lives." All CAA board members have an equal voice and vote in agency governance.

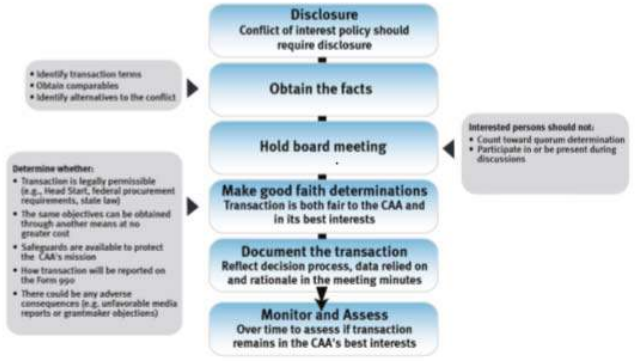
IM 82 continues, "Every effort should be made by eligible entities to assure that board members representing low-income individuals and families:

- Have been selected on the *basis of some form of democratic procedure* either directly through election, public forum, or, if not possible, through a similar democratic process such as election to a position of responsibility in another significant service or community organization such as a school PTA, a faith-based organization leadership group; or an advisory board/governing council to another low-income service provider;
- Are *truly representative of current residents* of the geographic area to be served, including racial and ethnic composition, as determined by periodic selection or reselection by the community. Being current should be based on the recent or annual demographics changes as documented in the needs/ community assessment. This does not preclude extended service of low-income community representatives on boards, but does suggest that continued board

B. Guidance on Compliance and Documentation

Documentation may include the written policy itself, board policy or procedure manual, bylaws, minutes, etc.

CAAs are encouraged to keep this process straightforward and not to incorporate something too complex. Examples of democratic selection procedures for low-income sector directors include:



Source: CAPLAW's Tools for Top-Notch CAAs

C. Beyond Compliance: Benchmarking Organizational Performance

Having true representation from the low-income community is an important element of a CAA governance structure. Working to ensure that all board committees (beyond committees that have decision making authority which are already required to maintain the structure) have a tripartite structure can help a CAA move beyond compliance toward excellence. In addition, incorporating advisory committees that engage low-income residents can also bring additional voice to the table.

D. Resources

As with the first standard in this category, this requirement is not new. Such procedures may be written in the agency's bylaws (and under some states' CSBG laws or regulations, may be required to insert it into the CAA's bylaws), procedure manuals, or other document to meet this Standards.

CAPLAW. *Tools for Top-Notch CAAs: A Practical Approach to Governance and Financial Excellence. (2011).* http://caplaw.org/resources/PublicationDocuments/TopNotchToolkit.html

Information Memorandum (IM) 82. *Tripartite Boards.* Issued March 23, 2005 http://www.acf.hhs.gov/programs/ocs/resource/im-no-82-tripartite-boards

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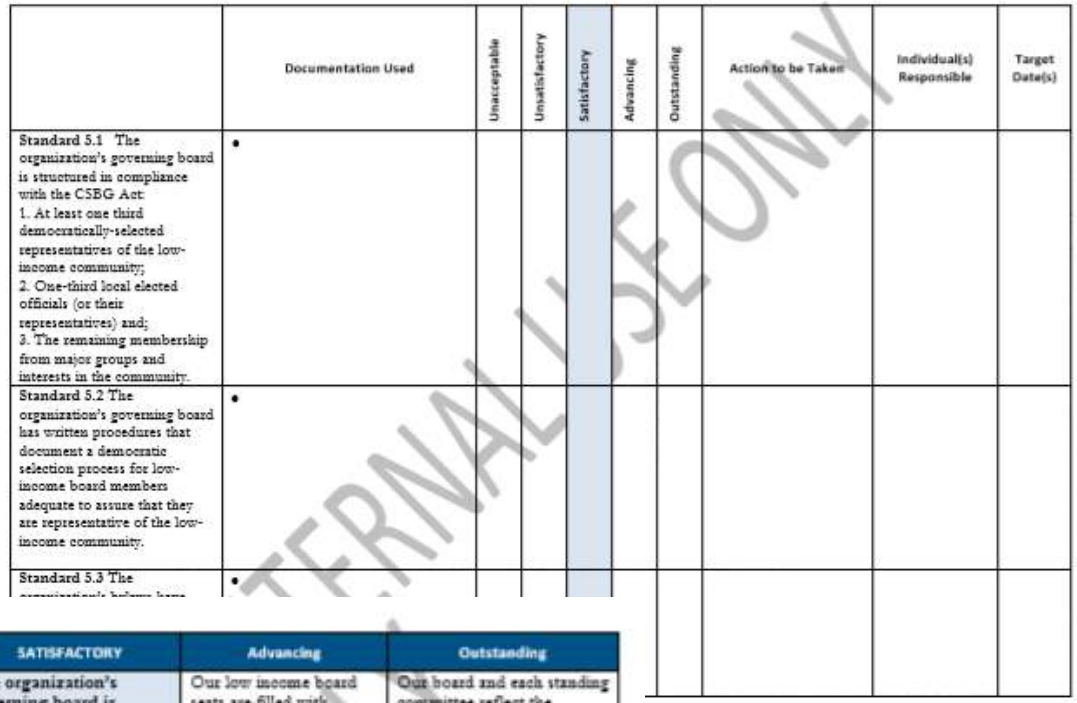
Assessment Scales

- For Internal Use by CAAs Only
- Moving Beyond Compliance
- Accompanying webinars



	Documentation Used	Unacceptable	Unsatisfactory	Satisfactory	Advancing	Outstanding	Action to be Taken	Individual(s) Responsible	Target Date(s)
Standard 5.1 The organization's governing board is structured in compliance with the CSBG Act: 1. At least one third democratically-selected representatives of the low-income community; 2. One-third local elected officials (or their representatives) and; 3. The remaining membership from major groups and interests in the community.	•								
Standard 5.2 The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.	•								
Standard 5.3 The	•								

	Unacceptable	Unsatisfactory	SATISFACTORY	Advancing	Outstanding
Standard 5.1	Our bylaws do not reference the tripartite structure.	Our bylaws reference the tri-partite structure but the board does not reflect this.	**The organization's governing board is structured in compliance with the CSBG Act: 1. At least one third democratically-selected representatives of the low-income community; 2. One-third local elected officials (or their representatives) and; 3. The remaining membership from major groups and interests in the community.**	Our low income board seats are filled with people living in low-income communities, standing committees that have the power to act on behalf of the board (such as the executive committee) have a tripartite structure.	Our board and each standing committee reflect the tripartite nature of the board structure.
Standard 5.2	We do not have a written democratic selection process and the board does not have 1/3 of its membership coming from the low income community	We do not have a written democratic selection process but the board is seated with 1/3 being representatives of the low income community.	**The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.**	Our written procedure for selection is followed and reviewed by the board (or appropriate committee) every five years to assess its success and modified as needed.	Our written procedures are reviewed prior to each board election cycle to ensure that the process is inclusive and is reaching the intended low-income community.
Standard 5.3	It has been more than 10 years since our bylaws were reviewed by an attorney, or never reviewed by an attorney.	Our bylaws have been reviewed by an attorney in between 5-10 years ago.	**The organization's bylaws have been reviewed by an attorney within the past 5 years.**	Our bylaws have been reviewed by an outside attorney familiar with the state's nonprofit law within the past 5 years.	Our bylaws have been reviewed by an outside attorney familiar with the state's nonprofit law within the past 3 years.

INTERNAL USE ONLY

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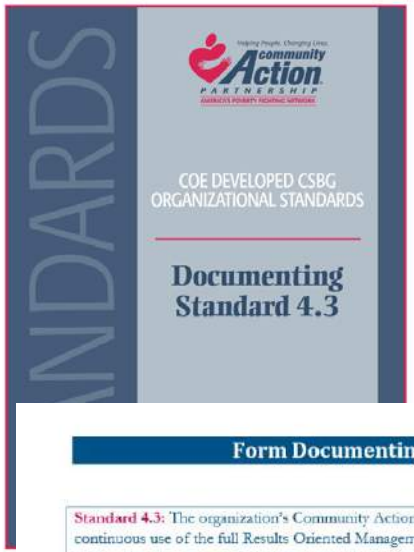
Standard 4.3



Form Documenting Standard 4.3

Standard 4.3: The organization's Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.

This Standard is intended to demonstrate the Eligible Entity's use of all of the phases of the ROMA Cycle in its work. The documentation for this integration can be found in its Community Assessment, Strategic Plan, and agency reports (to external entities and to its board). It is not intended to be a complex or burdensome description of use, but an affirmation that the agency engaged in thoughtful assessment of needs, planning to meet those needs, implementation of programs and services designed to meet those needs, collection of data, and an analysis of this data.

Please provide a brief narrative describing your agency's use of each step of the ROMA Cycle using elements of your Community Assessment *and/or* Strategic Plan to do so.

	Community Assessment	Strategic Plan	Agency Reports
Assessment			
Planning			
Implementation			
Achievement of Results			
Evaluation			

See attached checklist that Nationally Certified ROMA Trainers may use to frame discussion with local agencies about specific areas of the Cycle.

A Nationally Certified ROMA Trainer (NCRT) is to be accessed by each Eligible Entity during the course of the ROMA Cycle. This can be done through a conference call, in person consultation or training, etc. at some point during the cycle. Again, the documentation of this interaction is not meant to be burdensome, but a brief narrative describing the type of interaction with the Certified ROMA Trainer.

Name of Certified ROMA Trainer	
Relationship of Trainer to CAA (On staff, consultant, State Association, Other)	
Type of Interaction (in person or by phone/web meeting)	
Date(s) of Interaction	
Brief Description of Interaction	

MEMORANDUM OF UNDERSTANDING

BETWEEN

Arkansas Community Action Agencies Association Inc.
Arkansas Community Action Agencies
Arkansas DHS Division of County Operations/Office of Community Services

This Memorandum of Understanding (MOU), effective July 1, 2015, is entered into by and between the Arkansas Community Action Agencies Association Inc. (ACAAA), Arkansas Community Action Agencies (CAAs), and the Arkansas DHS Division of County Operations/Office of Community Services (OCS), to confirm participation in a statewide effort to increase the capacity of Arkansas CAAs to implement and document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle - assessment, planning, implementation, achievement of results, and evaluation.

Nationally Certified ROMA Trainers

Access to ROMA trainers in Arkansas will be provided by trainers that are nationally certified in Results Oriented Management and Accountability, a performance-based initiative designed to preserve the anti-poverty focus of Community Action Agencies receiving Community Services Block Grant (CSBG) funds. Nationally Certified ROMA Trainers (NCRTs) in Arkansas, as well as qualified consultants, will facilitate the provision of training and technical assistance, as well as carry out the following functions:

Functions of NCRTs

Arkansas NCRTs will implement and document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle, including assessment, planning, implementation, achievement of results, and evaluation.

Statewide ROMA Participation

The Arkansas Community Action Agency (CAA) will:

- Designate at least one staff member to be an active participant on the ACAAA ROMA Committee, which will play a key role in developing common approaches to meet CSBG

Arkansas Community Action Agencies Association, Inc.

Learning Communities Resource Center

- **Decreasing Family Homelessness** - Increasing affordable housing in safe neighborhoods, and expanding shelter supports and other services leading to home ownership.
- **Increasing Financial Empowerment for Families** - Designing strategies to help families with low and moderate incomes stabilize their financial lives and rise above poverty.
- **Trauma Informed Approaches for Alleviating Poverty -** Understanding, recognizing, and responding to the effects of all types of trauma in antipoverty efforts.
- **Place-Based Strategies for Community Revitalization** - Developing and/or obtaining tools and resources to transform neighborhoods of concentrated poverty into neighborhoods of opportunity that support the optimal development and well-being of children and families.
- **Bundling Services to Improve Outcomes** - Affirming the existence of comprehensive, bundled services in the Network and identifying which bundle of services are most impactful for serving low-income families.

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Learning Community Groups

- **Health Intersections** - Collaborating with the health sector to strengthen anti-poverty outcomes for families.
- **Poverty Trends** - A survey course on the causes and conditions of poverty today and its impact on Community Action.
- **Rural IMPACT** - A demonstration project working with 10 U.S. communities to make systems change in rural communities to implement a focused and intentional two generation approach to poverty.

ROMA Next Generation

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Big Picture

- ROMA is NOT just about reporting
- Your ROMA Training Certification has NOT changed
- ROMA Next Generation is focused on new NPIs that expand into more Community-level work
- You still only report on those NPIs that are relevant to your CAA

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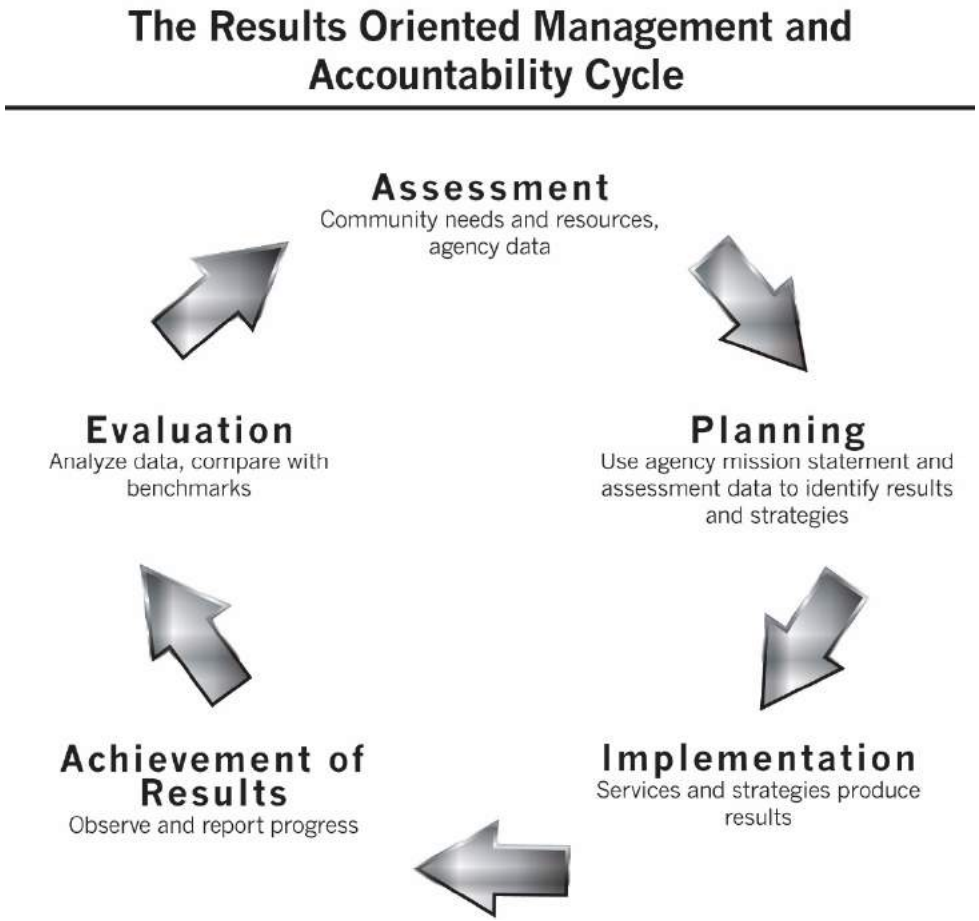
ROMA Planning Cycle



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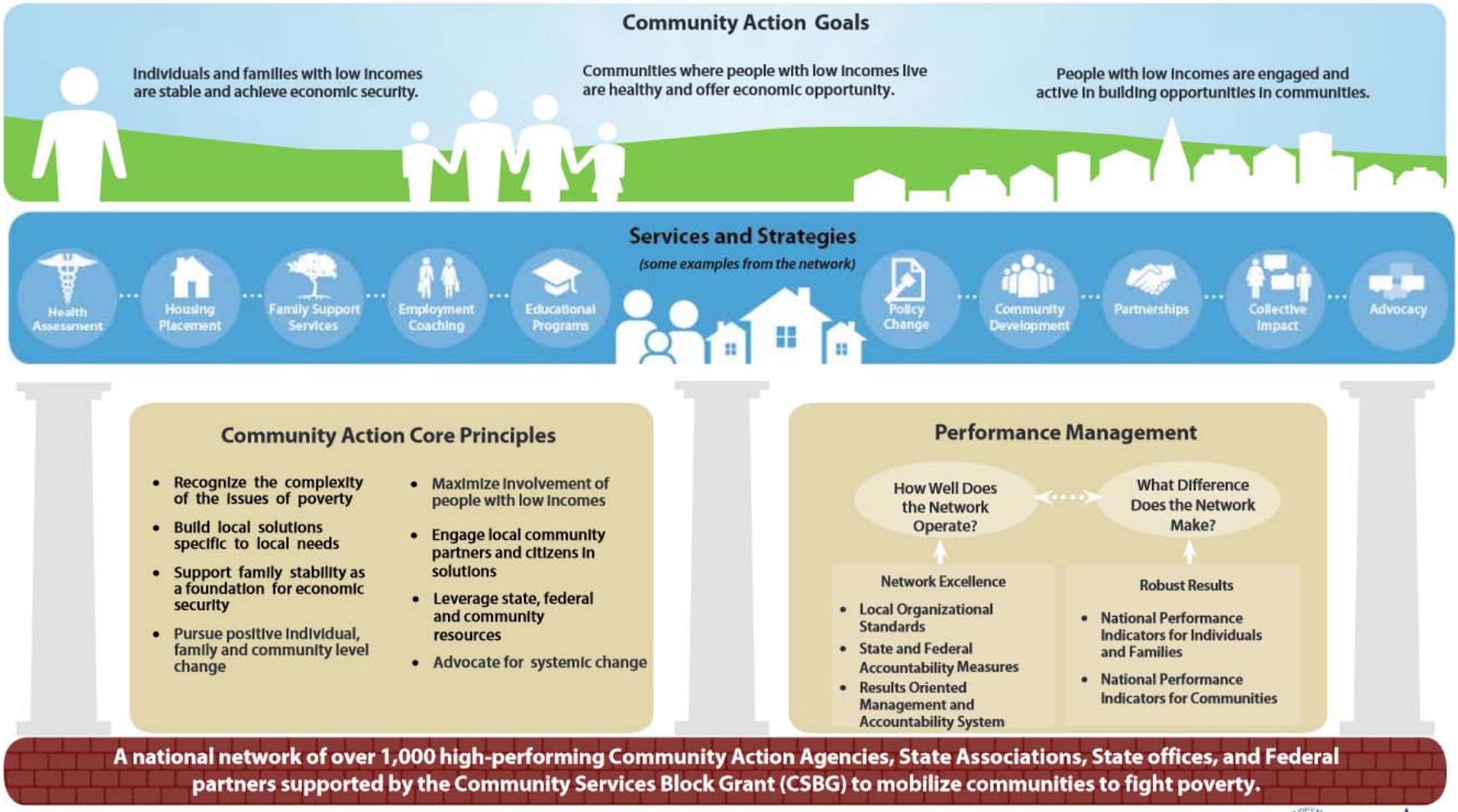
The National Community Action Network Theory of Change



To learn more, check out the Community Action Theory of Change Report. www.nascsp.org

NASCSP

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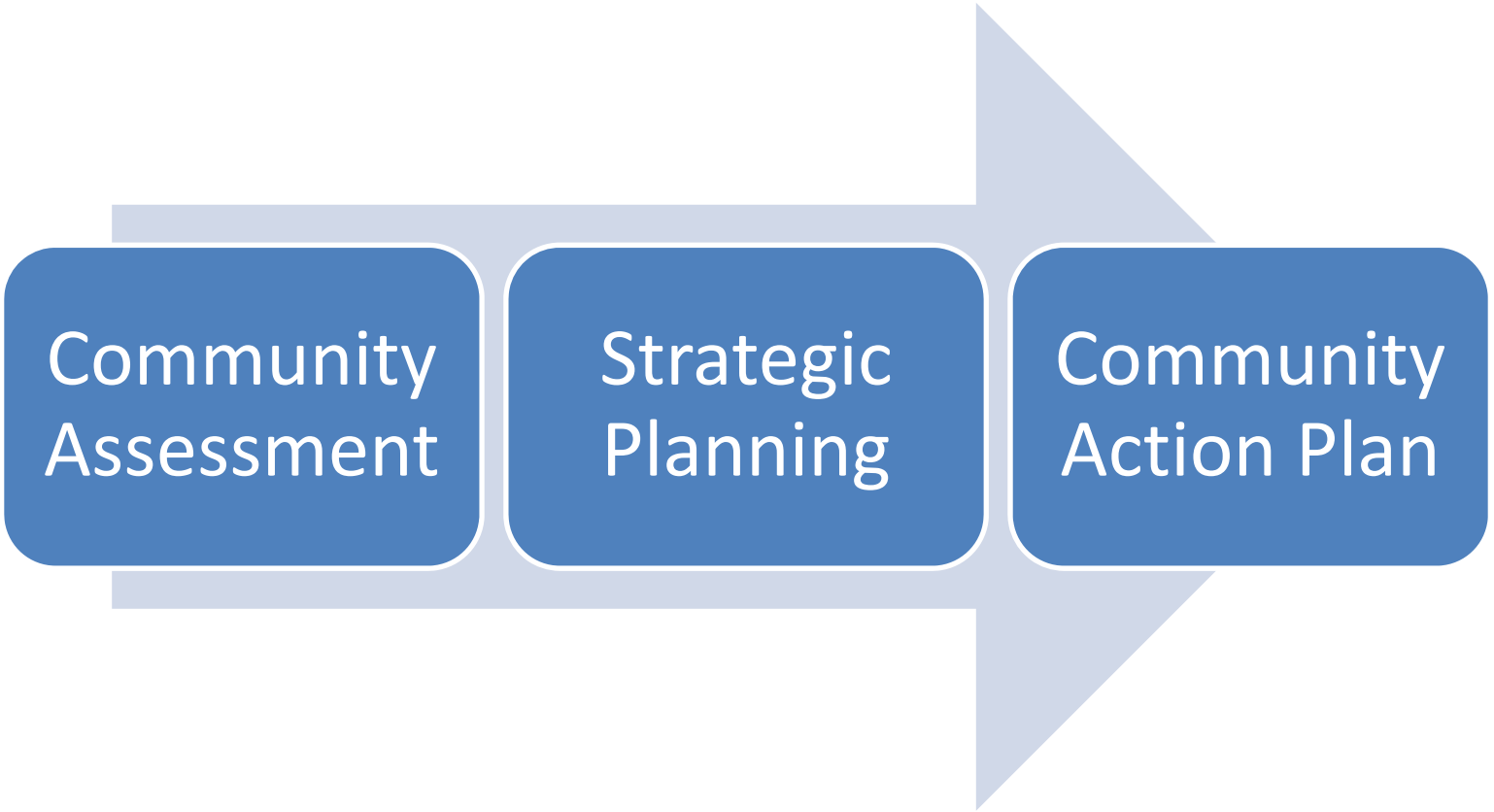
The Critical Connection



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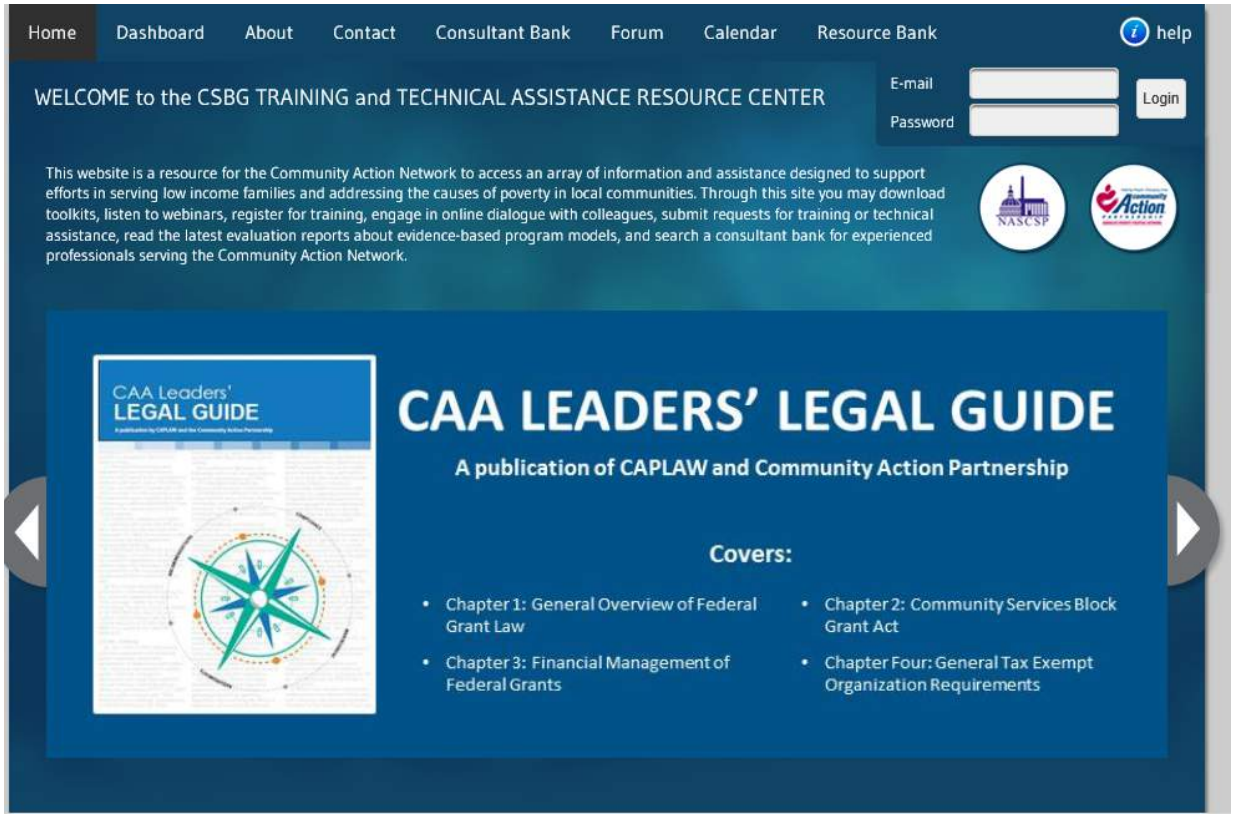
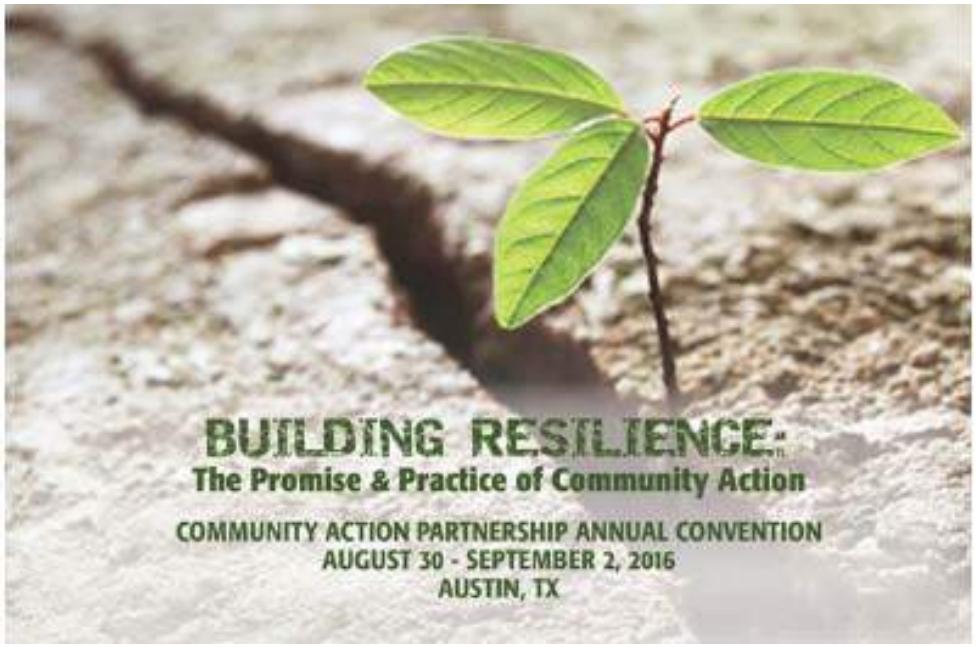
CSBG T/TA Resource Center

- www.csbgtta.org
- *Many more toolkits, webinars, and print resources*
- Consultant Bank
- Training Calendar
- Discussion Forum
- Shared Calendar



www.communityactionpartnership.com

2016 Annual Convention



SAVE THE DATE!

Austin, TX
August 30-September 2, 2016
JW Marriott
#Promise2016

Thursday Keynoter
Vu Le, Executive Director
Rainier Valley Corps,
Seattle, WA

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