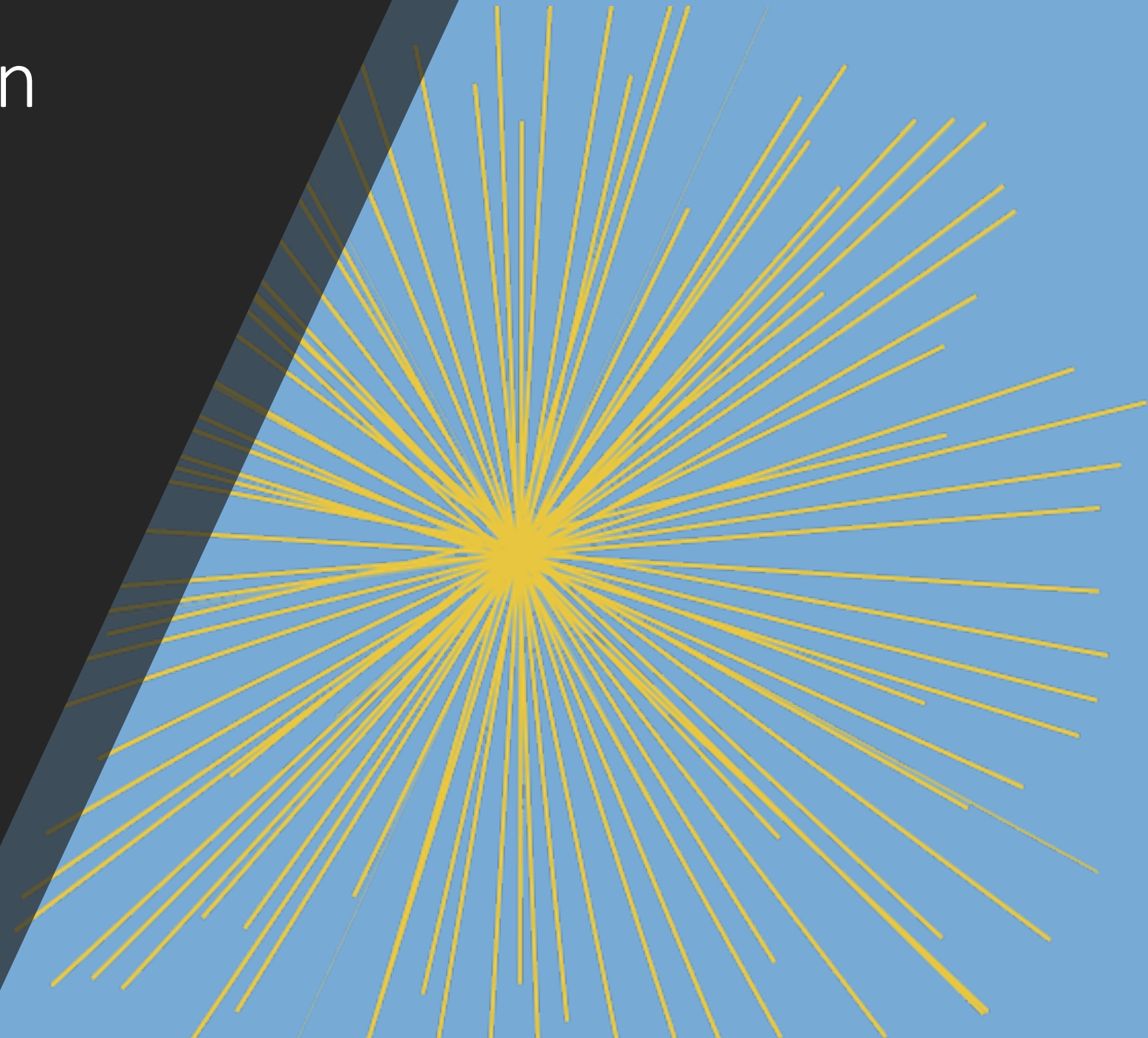


# Community Action Advisory Board

Generative Thinking Lab

June 5, 2021

Jeannie Chaffin, LLC





# THE PROMISE OF COMMUNITY ACTION

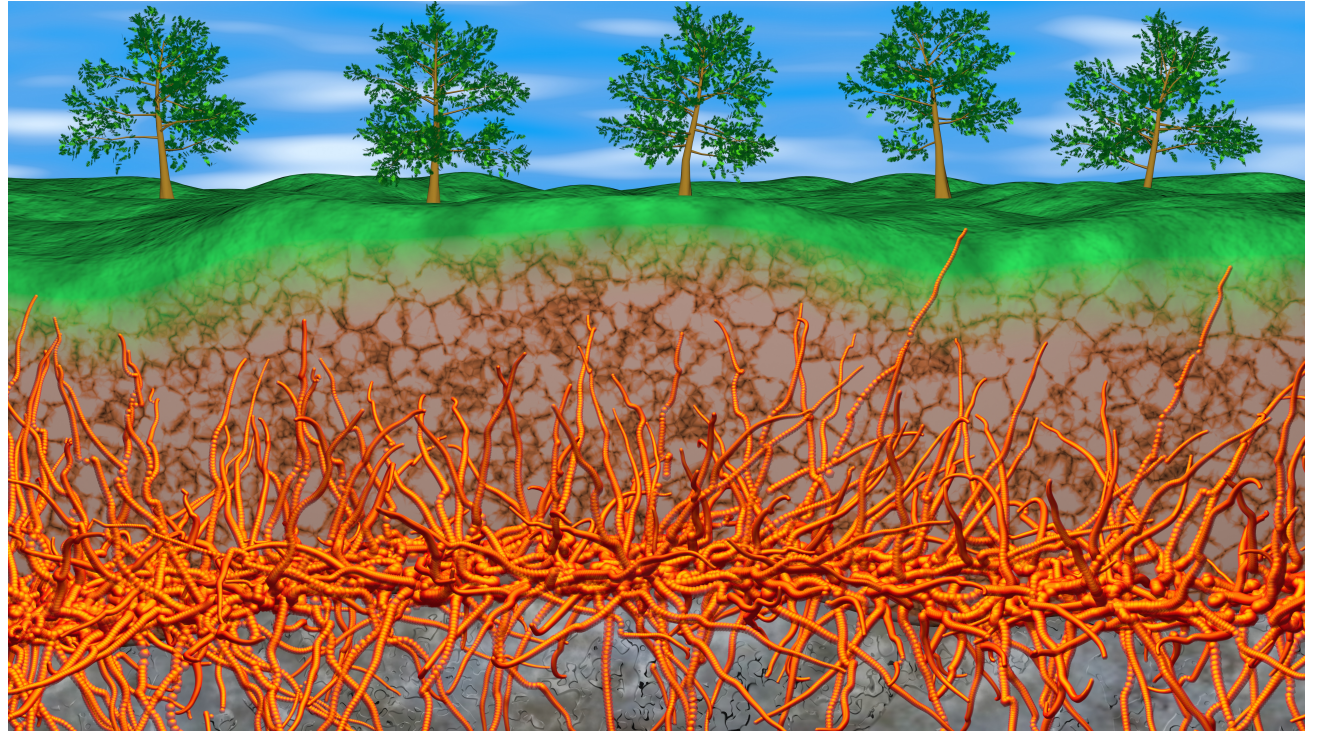
*Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.*

# Agenda

- Public Meeting Requirements
- Welcome and Opening Statements: Michelle Jefferson, CAAB Chair
- Community Action History- National and Fairfax County: Sandy Chisholm
- Break
- Community Action Purpose, Principles, Expectations
- Community Action Standards of Excellence
- Break
- Big Questions
- Models/Practices/Approaches of Possible Interest
- Unique Features and Purpose
- Closing

# Generative Thinking Lab

- Examine the direction, investments, and outcomes we want to pursue in the changed environment
- Examine models/approaches and apply learning
- Craft a shared vision that achieves the purpose of Community Action and connects with the broader goals of DFS and the County Executive
- Identify 3-5 strategies the CAAB may take to advance its shared vision







# Craft a Shared Vision

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- Deliverable: Craft a shared vision for the CAAB
- Vision focuses on the future; it is a picture of a better place/world
- Vision is a clarifying force for everyone in the organization
- You do not “sell” shared vision— you enroll people. Vision is something people must choose for themselves. In order to choose the vision they must be involved in the development and adoption of the vision

# Proposed Process

Event	Agenda	Target Date
Introduction	Provide overview, define objectives, discuss activities, timeline, milestones, participants, and other details	June 1, 2021
Lab Kick-off Event	CSBG and Community Action purpose, objectives, and expectations Review best practice CAA models Standards of Excellence Homework	June 5, 9-1 pm
Lab #2	Review DFS Strategic Plan, County Executive's Strategic Plan, One Fairfax and other initiatives that intersects with CSBG purpose Homework	July 6, 2021
Lab #3	Develop shared vision for Community Action Identification of 3-5 strategies the CAAB may take to advance their shared vision	August 3, 2021



# Community Action History



The era in which Community Action was created.

# 1964





# The Early Years of the War on Poverty

- 11/22/1963 President Kennedy assassinated; Vice President Lyndon Johnson assumes the U.S. Presidency
- 1/8/1964 President Johnson declares War on Poverty in his State of the Union address

# The Early Years of the War on Poverty

*“Many Americans live on the outskirts of hope – some because of their poverty, and some because of their color, and all too many because of both. Our task is to help replace their despair with opportunity.*

*This administration today, here and now, declares unconditional war on poverty in America. I urge this Congress and all Americans to join with me in that effort.*

*It will not be a short or easy struggle, no single weapon or strategy will suffice, but we shall not rest until that war is won. The richest Nation on earth can afford to win it. We cannot afford to lose it.”*

President Lyndon B. Johnson, State of the Union Address,  
January 8, 1964.

# The Early Years of the War on Poverty

*“...The challenge of the next half century is whether we have the wisdom to use that wealth to enrich and elevate our national life, and to advance the quality of our American civilization.”*

*“...For in your time we have the opportunity to move not only toward the rich society and the powerful society, but upward to the Great Society.”*

*“...The Great Society rests on abundance and liberty for all. It demands an end to poverty and racial injustice, to which we are totally committed in our time. But that is just the beginning.”*

President Lyndon B. Johnson, Ann Arbor Michigan, May 1964

# The Early Years of the War on Poverty

- 7/2/1964 Civil Rights Act of 1964 signed into law by President Johnson
- 8/20/1964 Economic Opportunity Act of 1964 created CAAs, Head Start, Job Corps, Community Health Centers, Upward Bound, Work Experience Programs, Legal Services, Vista





# The Early Years of the War on Poverty

- 11/3/1964 LBJ wins landslide victory in Presidential Election; Democrats win 2/3 majority in both the Senate and House – the most Democratic Congress since the New Deal
- 1965 Elementary and Secondary Education Act, Manpower Act, Older Americans Act, Amendments to Social Security Act adding Medicare and Medicaid, Voting Rights Act, Housing and Urban Development Act, Higher Education Act

# The Early Years of the War on Poverty

- Sweeping legislative achievements that transformed schools and universities, employment and training programs, health insurance, housing, social security, and more.
- These changes contributed to a more than tripling of real federal expenditures on health, education, employment and training, housing and income transfers.
- The War on Poverty was intertwined with the 1964 Civil Rights Act and leveraged federal funds to push for desegregation.

# The Early Years of the EOA

- The Economic Opportunity Act (EOA) of 1964 created the Office of Economic Opportunity (OEO)
- The EOA established Community Action **Programs**
  - Mobilize communities and their resources to combat poverty through community action programs
  - Provide services, assistance and other activities of sufficient scope and size to eliminate poverty or a cause of poverty
  - Require maximum feasible participation of residents of the areas and groups to be served (the poor)
  - Require effective participation of the States -- State Office of Economic Opportunity

# The Early Years of the EOA

- OEO was placed in the Executive Office of the President. The first Director was Sargent Shriver, brother in-law of President Kennedy and Robert Kennedy
- OEO and the EOA faced constant political and funding challenges
  - Big city mayors
  - Southern State politicians
  - Focus on Vietnam

1965

- Community Action Arrives in Fairfax County
- Saunders B. Moon Community Action Association
  - Fairfax Community Action Program (FCAP)



# Changes for the EOA

- 1973 President Nixon attempted to impound funds appropriated for OEO. The action was overruled by the court.
- 1974 Community Services Act included funding for Community Action, terminated Office of Economic Opportunity (OEO) and created Community Services Administration at Department of Health, Education and Welfare

1974

Fairfax County government designated itself as the Community Action Program to receive the Community Services Act funding and Head Start funding from HEW.

*The era in which the CSBG Act was created.*

# 1981



# The New Community Services Block Grant

- 1981 President Ronald Reagan's first budget intended to eliminate CSA and funding for CAAs
- Reagan had issues with Legal Services and the “Great Society programs”
- The Omnibus Budget Reconciliation Act of 1981 repealed the Economic Opportunity Act, eliminated CSA and established the Community Services Block Grant (CSBG)
- An office was created at HHS to transfer the funds to the **States**

1980

Fairfax County Board of Supervisors transferred administration of Community Action Agency to the newly established Deputy County Executive for Human Services.

# The New Community Services Block Grant

- CSBG Act required that 90% of the funds support local CAAs
- Organizations eligible under EOA and CSA remained eligible
- States oversee the distribution and use of local funds
- CSBG supports approximately 1,000 local CAAs
- The purpose, goals, and values of the EOA were retained



## Late '80s and the '90s

- CSBG authorized in 1984, 1986, 1990, 1994 and 1998
- 1994 Office of Community Services created Monitoring and Assessment Task Force (MATF) to explore a performance management framework – became Results Oriented Management and Accountability

1989

Fairfax County transferred Head Start to the Office of Children.

1980-1996

Fairfax County Community Action Agency became the Department of Community Action Agency.

1996

The Department of Community Action was dissolved, and its programs integrated into the Fairfax County Department of Family Services.

# Late '80s and the '90s

## 1997

- Fairfax County Board of Supervisors established the Consolidated Community Funding Pool (CCFP).
- The pool included federal, state, and general fund dollars that had supplemented federal and state Community Action programs.
- The Consolidated Community Funding Advisory Council (CCFAC) was established to advise in the administration of the CCFP. The Community Action Advisory Board was designated as a member of the CCFAC.
- The concept was to use the funding to support new practices, learning, ease access issues, explore better ways to address a problem (don't just supplement because not enough other funding).

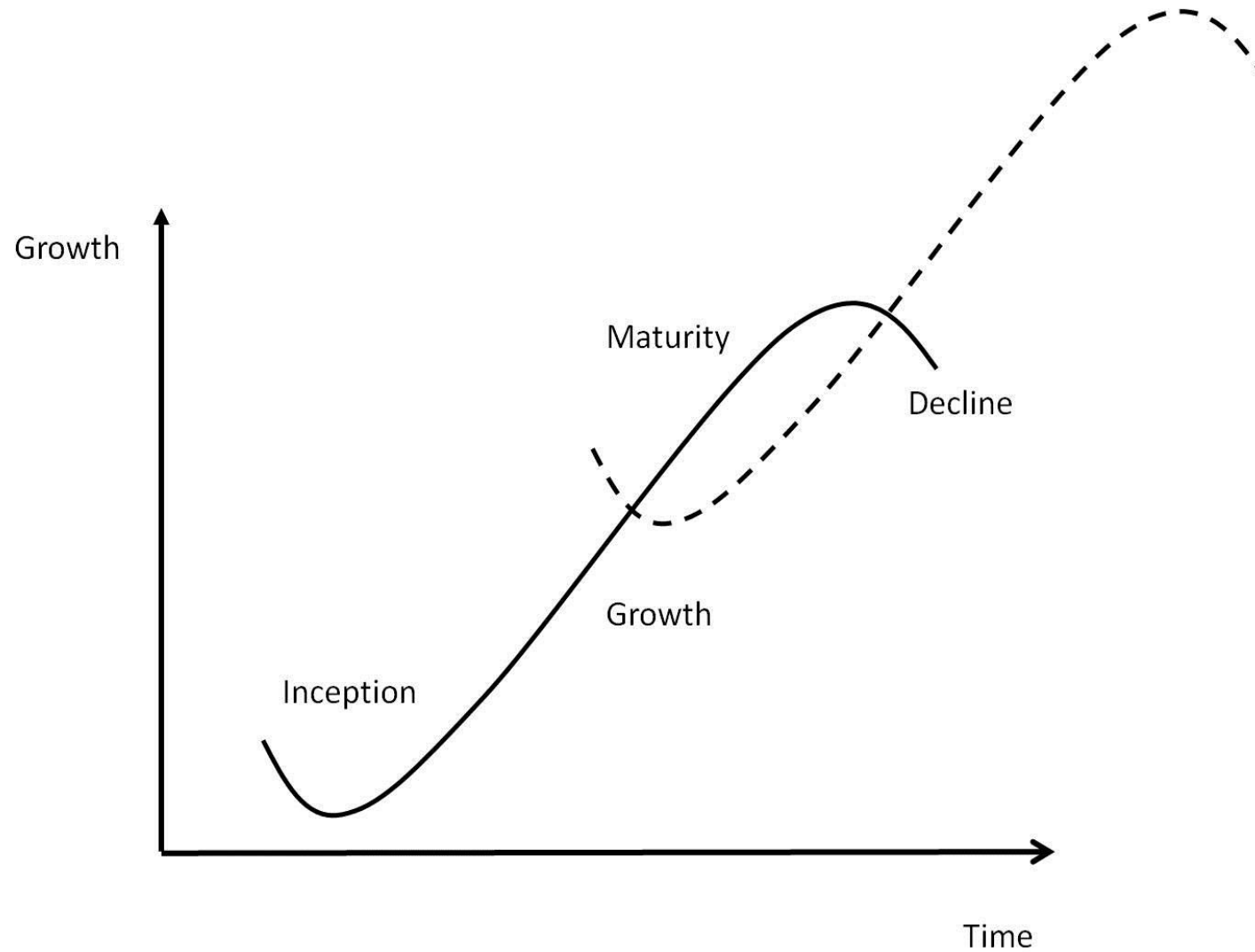
## 2000-2021

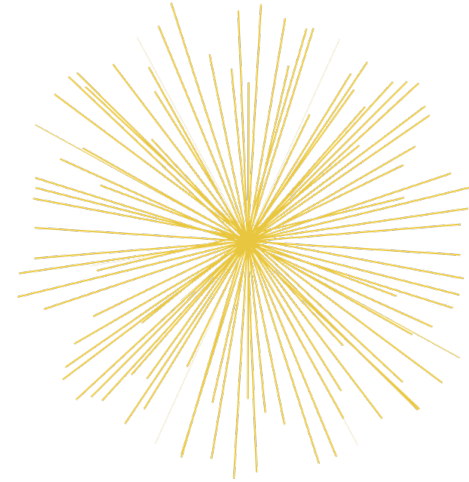
- 2009 CSBG received \$1 billion in American Recovery and Reinvestment Act (ARRA)
- 2011 President Obama's State of the Union speech called for reducing things we care about, like Community Action
- 2011-2019 Modernization of CSBG – CSBG Performance Management Framework
- 2020 Global COVID-19 Pandemic
- 2020 CSBG received \$1 billion in CARES Act funding available till September 30, 2022

# What are the legacies of the War on Poverty and the Great Society nearly sixty years later?

- Successes:
  - An infrastructure and network of approximately 1,000 local agencies work every day all across America
  - The Supplemental Poverty Measure indicates poverty has fallen by ~40% since 1967
  - Poverty in the elderly has fallen from 35% in 1959 to 16% in 1973
  - Racial integration and greater equity
- Challenges:
  - Increase in income inequality, incarceration rates, single-headed households, immigration of low wage workers

# Where is the CAA Movement now?

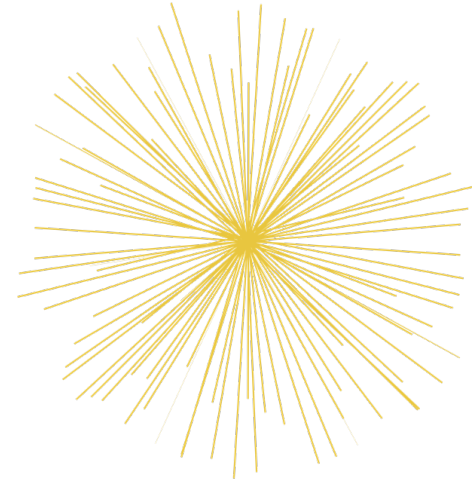




Break Time!  
See you in 10 Minutes







# Community Action Purpose, Objectives, and Expectations



# CSBG

112 STAT. 2728 PUBLIC LAW 105-285—OCT. 27, 1998  
42 USC 9801 note. SEC. 119. REPEAL OF HEAD START TRANSITION PROJECT ACT.  
The Head Start Transition Project Act (42 U.S.C. 9855-9855g) is repealed.

## TITLE II—COMMUNITY SERVICES BLOCK GRANT PROGRAM

SEC. 201. REAUTHORIZATION.  
The Community Services Block Grant Act (42 U.S.C. 9901 et seq.) is amended to read as follows:

Community Services Block Grant Act. "Subtitle B—Community Services Block Grant Program

42 USC 9901 note. "SEC. 671. SHORT TITLE.  
"This subtitle may be cited as the 'Community Services Block Grant Act'.

42 USC 9901. "SEC. 672. PURPOSES AND GOALS.  
"The purposes of this subtitle are—  
"(1) to provide assistance to States and local communities, working through a network of community action agencies and other neighborhood-based organizations, for the reduction of poverty, the revitalization of low-income communities, and the empowerment of low-income families and individuals in rural and urban areas to become fully self-sufficient (particularly families who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.)); and  
"(2) to accomplish the goals described in paragraph (1) through—  
"(A) the strengthening of community capabilities for planning and coordinating the use of a broad range of Federal, State, local, and other assistance (including private resources) related to the elimination of poverty, so that this assistance can be used in a manner responsive to local needs and conditions;  
"(B) the organization of a range of services related to the needs of low-income families and individuals, so that these services may have a measurable and potentially major impact on the causes of poverty in the community and may help the families and individuals to achieve self-sufficiency;  
"(C) the greater use of innovative and effective community-based approaches to attacking the causes and effects of poverty and of community breakdown;  
"(D) the maximum participation of residents of the low-income communities and members of the groups served by programs assisted through the block grants made under this subtitle to empower such residents and members to respond to the unique problems and needs within their communities; and

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# CSBG

To accomplish the goals

- Strengthening community capabilities to use available resources related to the elimination of poverty to respond to local needs & conditions.
- Organization of a range of services to impact the causes of poverty in the community help families & individuals to achieve self-sufficiency.
- Innovative community-based approaches to attacking the causes & effects of poverty & community breakdown;
- Maximum participation of residents of the low-income communities and members of the groups served by programs

112 STAT. 2728

PUBLIC LAW 105-285—OCT. 27, 1998

42 USC 9801  
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# The National Community Action Network Theory of Change

## Community Action Goals

**Goal 1:** Individuals and families with low incomes are stable and achieve economic security.

**Goal 2:** Communities where people with low incomes live are healthy and offer economic opportunity.

**Goal 3:** People with low incomes are engaged and active in building opportunities in communities.



## Services and Strategies

Employment



Education & Cognitive Development

Income, Infrastructure & Asset Building



Housing

Health/Social Behavioral Development



Civic Engagement & Community Involvement

### Core Principles

- Recognize the complexity of the issues of poverty
- Build local solutions specific to local needs
- Support family stability as a foundation for economic security
- Advocate for systemic change
- Pursue positive individual, family, and community level change
- Maximize involvement of people with low incomes
- Engage local community partners and citizens in solutions
- Leverage state, federal, and community resources

### Performance Management

How well does the network operate?

What difference does the network make?

- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System

- Individual and Family National Performance Indicators
- Community National Performance Indicators

*A national network of over 1,000 high performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.*

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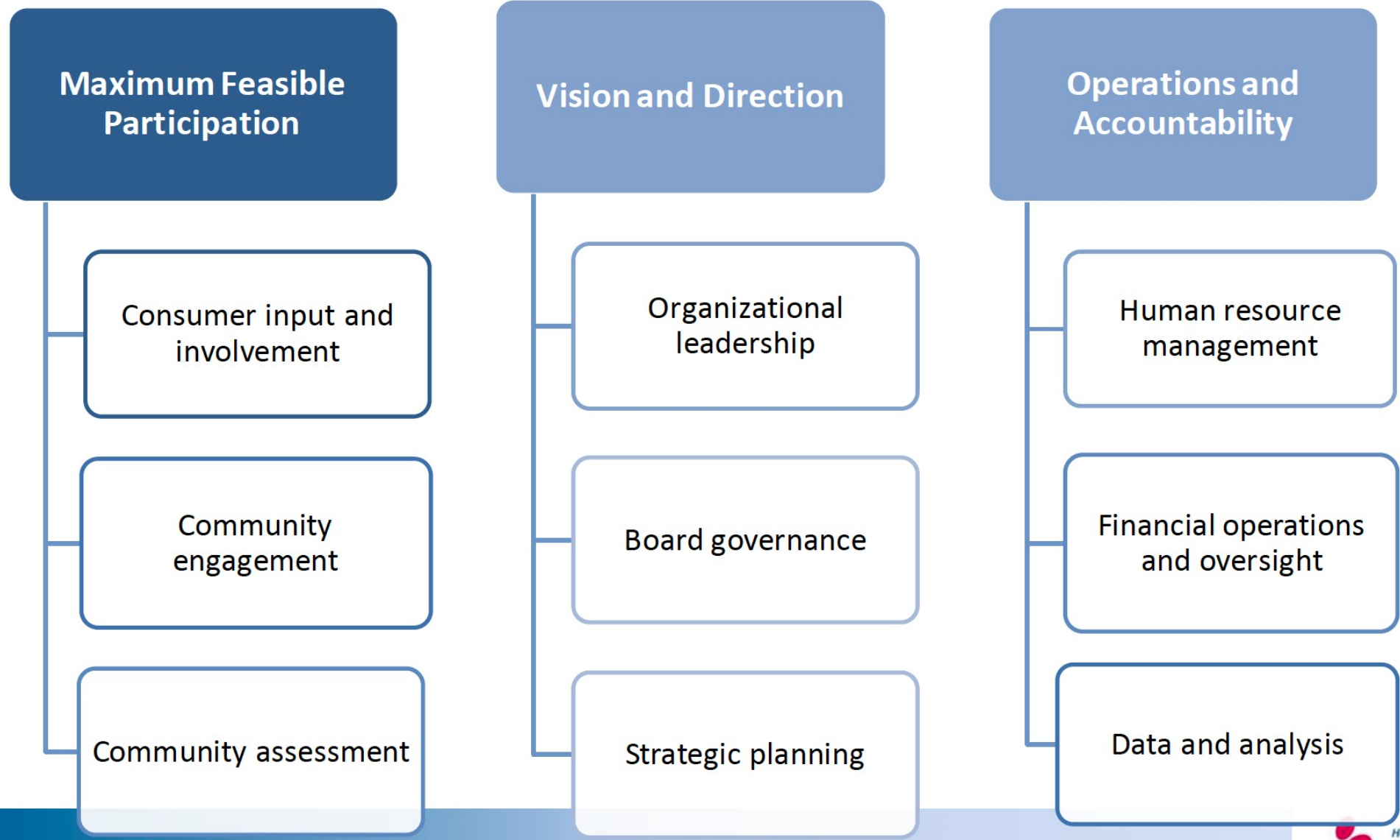
**Efficiency**

### What difference does the CAA network make?

- Individual and Family Results/Measures
- Community Results/Measures

**Effectiveness**

# CSBG Organizational Standards



# The National Community Action Network Theory of Change

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# What is unique about CSBG/Community Action?

- CSBG funding is the mechanism for designation of a Community Action Agency
- National network serving 99% of America's counties
- Flexible, adaptable, and looks at poverty holistically, not a narrow or siloed approach
- Mandate to coordinate a broad range of federal, state, local, and private resources to have a measurable impact on the causes and conditions of poverty
- Local people conducting needs assessments and pursuing creative local solutions
- Tripartite Board Structure
  - 1/3 Elected public officials or their representatives (Official Power)
  - At least 1/3 democratically selected low income community members (Voice of people with Lived Poverty Experience)
  - Remainder Private Sector (Critical/Specific expertise and knowledge)



# Standards of Excellence

## Pursuing and Achieving Excellence in Community Action



- 35 of the best practices of the very best CAAs
- Aligned with the Malcolm Baldrige Criteria for Performance Excellence
- Supported by the National Community Action Partnership's Excellence Commission
- Not compliance (that would be the organizational standards)
- Award/Pathways self- study process followed by a peer-review and feedback report
- Categories 1-3 Organizational Drivers
- Category 4 supports all others
- Categories 5-6 Focus on organizational efficiency and effectiveness of an organization's people and processes
- Category 7 focuses on the 'bottom line", how an agency uses ROMA and progress toward mission and results

## A Framework for Achieving Excellence in Community Action

The Community Action Standards of Excellence are distributed among seven Categories of Excellence creating a management framework



# Standards of Excellence- Leadership

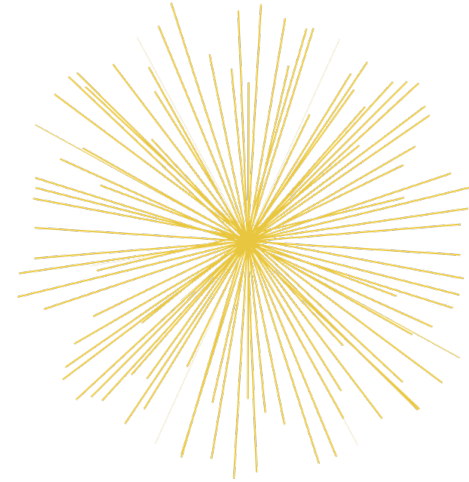
- 1.3 Board Structure/Function
- 1.4 External Advisory Group Roles
- 1.5 Maximum Feasible Low Income Involvement
- 1.6 Community Advocacy



# Standards of Excellence- Customer Focus and Results

- 3.1 Customer/Constituent/Community Knowledge
- 3.2 Customer/Constituent Feedback System
- 7.2 External Customer Results





Break Time!  
See you in 10 Minutes



# What are the big questions facing Community Action in Fairfax County?

- A big question is an opportunity, challenge, or threat to which the organization must respond. Many big questions are issues that require a new strategy. Big questions also surface growth and improvement opportunities.
- Breakout
  - Scribe
  - Reporter



# Models/Practices/Approaches

<p><b>Service Integration/Streamlined Access</b></p> <p>(Wayne Metropolitan Community Action Agency, Detroit)</p>	<p><b>Whole Family Approach/Two-Generation Approach</b></p> <p>(Aroostook Community Action Program, Presque Isle, ME)</p>	<p><b>Person/Client Centered Practices</b></p> <p>(Garret County Community Action Committee Oakland MD; Metropolitan Action Commission, Nashville)</p>	<p><b>Place Based Opportunity Ecosystem/Cross-Sector Systems Level Change</b></p> <p>(Montgomery County, MD)</p>
<p><b>Poverty Reduction System Rather than Poverty Management System</b></p> <p>(Circles USA)</p>	<p><b>Customer/Resident Leadership and/or Advocacy</b></p> <p>(UPO, Washington, D.C.; Montgomery County MD; Community Action St. Louis County)</p>	<p><b>Centering Work in Equity and Improving Equitable Outcomes</b></p> <p>(CAP Sonoma County, CA; Santa Cruz Community Action Board, CA)</p>	<p><b>Systemic Solutions/System Steward, the CAA as a Convenor/Catalyst</b></p> <p>(PEACE, Syracuse NY; Action for a Better Community, Rochester, NY)</p>
<p><b>Neighborhood Groups/Advisory</b></p> <p>(New York City Department of Youth and Community Development)</p>	<p><b>Evidence/Science and Outcome Informed Focus/Capacity</b></p> <p>(NYC Mayor's Office of Economic Opportunity; CAP Tulsa, Tulsa OK)</p>	<p><b>Family Centered Coaching</b></p> <p>(People Inc., Abingdon VA)</p>	<p><b>High Demand Training and Education</b></p> <p>(Metropolitan Action Commission, Nashville; NYC Mayor's Office of Economic Opportunity)</p>

What are the unique features of Community Action that you feel might meet a need in Fairfax County ?

What could Community Action do that others may not be able to do?

Our mission is to empower residents to achieve self-sufficiency and reach their full potential.

To achieve this mission, the CAAB employs advocacy, provides education, and offers funding for effective community-based programs.



Advances efforts in HHS becoming more client-centered



Improves a systemic problem or issue



Improves program operations and/or outcomes in creative ways with the potential of replication

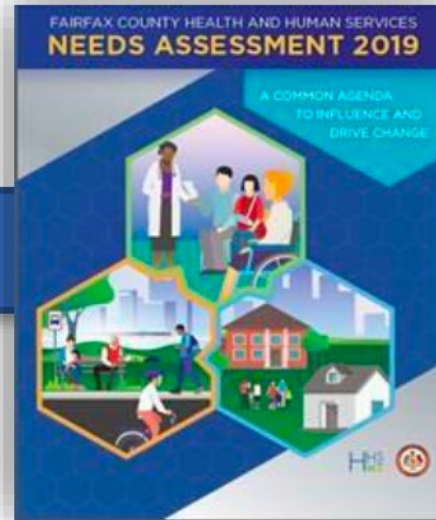


Addresses equity issues and/or improves equitable outcomes



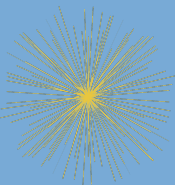
Helps to link services across HHS

# Lab #2

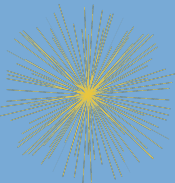


# Homework

- Review the Fairfax County Government Chart
- Review the Human Services Value Curve Video
- Read the Context and Content Experts Article
- TBD as Needed



What are you taking away from our time together this morning?



Questions, Concerns, Additional Feedback

Chaffin.Jeannie@gmail.com

