

DeKalb County Community Action Department CSBG Administrative Board Orientation Manual



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MISSION STATEMENT

To provide access to opportunities for all low-income individuals and families in DeKalb County by providing education and empowering them with effective community resources and support to increase self-sufficiency and household stability.

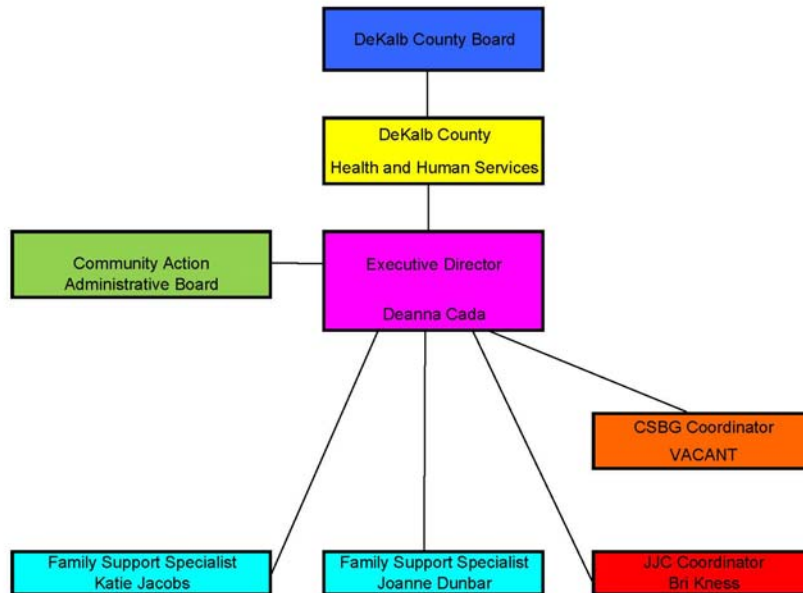
OPEN DOOR POLICY

The DeKalb County Community Action Department encourages open communication, feedback and discussion about any matter of importance to the employee related to his/her employment and job performance. Employees are free to talk to any supervisor regarding a problem, suggestion or observation. If any area of work is causing concern, it is encouraged, but not mandatory that the employee first address the concern with the immediate supervisor. By listening to employees, the program is able to improve, address complaints and foster employees' understanding of the rationale, practices, processes and decisions. This can be accomplished through emails, staff meetings, face to face conversation and phone calls.

Organizational Chart

DeKalb County Community Action Department

Organizational Chart 10/12/2018



What is Community Action?



President Johnson signing the
Economic Opportunity Act (EOA), August, 1964

In 1964, the Great Society, as envisioned by President Lyndon Johnson, was a sweeping plan to improve the lives of all Americans, regardless of their circumstances. Inspired by President Kenney and his new Frontier, Johnson pledged to fulfill his promise of equal opportunity for all by enacting several comprehensive changes within the federal government. In August of that same year, the Economic Opportunity act was signed into law by President Johnson creating the nationwide Community Action Network.

The War on Poverty

In 1963, shortly before he was assassinated, President Kennedy had asked his economic advisors to draw up some proposals to address the problem of American poverty. Johnson took up this charge after he succeeded Kennedy as President. In Johnson's first State of the Union address on June 8, 1964, he called for an unconditional war to defeat poverty. He expanded and revised the proposals given to Kennedy and developed the Economic Opportunity Act of 1964. The act included a variety of initiatives:

1. Head Start

2. Job Corps
3. Work-Study programs for university students
4. VISTA (Volunteers in Service to America) - a domestic version of the Peace Corps
5. Neighborhood Youth Corps
6. Basic education and adult job training
7. CAPS (Community Action Programs) – CAPS turned out to be the most controversial part of the package, as it proposed the “maximum feasible participation” by poor people themselves to determine what would help them the most. CAPS were a radical departure from how government had run most social reform programs in the past.

The Start of Community Action

Community Action was a bold idea, especially for the federal government. It handed over control to the local level, so that programs were geared specifically for target population needs. This concept “maximum feasible participation”, represented a new paradigm in the government and many sectors were wary of its innovative ideas. President Johnson selected a member of President Kennedy’s inner circle to head up the newly formed “Office of Economic Opportunity”- Sargent Shriver.

Shriver was head of the Peace Corps in the Kennedy administration and married to Kennedy’s sister, Eunice. He had proved himself to be a capable leader and President Johnson admired his abilities. President Johnson, legendary for his acumen in recruiting key personnel, offered the position to Shriver and he would not take no for an answer. Shriver was installed as the first head of the Office of Economic Opportunity (OEO) on October 11, 1964 and leapt into action.

Unfortunately for Shriver, he simply did not have adequate funding to begin the process of addressing national poverty issues. However, he assembled an impressive team of advisors, including Michael Harrington, author of *The Other America* and began to implement new policies and actions to resolve these issues.

Community Action was modeled after two fairly successful urban renewal projects, one undertaken by the Ford Foundation and the Mobilization for Youth, a program aimed at Juvenile delinquency. Inspiration was also taken from the “Back of the Yards” program in Chicago which was developed by Saul Alinsky, considered the father of “community development”. It should be noted that Alinsky became very critical of the OEO as it developed. The key component was that low-income citizens played an active role in program design and administration “maximum feasible participation”. The Economic Opportunity Act was amended (known as the Green Amendment) in 1967 to mandate the board structure of community action agencies, which complemented the earlier Quie Amendment which required the tripartite representation, including low-income participation.

In 1981, President Reagan introduced the Block Grant, which dramatically changed the way federal funding was distributed. Programs including Community Action, would now receive funding through the State Office of Community Action/Services and would be under more intense scrutiny than previous administrations. Illinois Community Action now worked closely with the Illinois Department of Commerce and Economic Opportunity to implement the community Services Block Grant (CSBG) and worked to build a strong partnership to provide robust services to Illinois' low-income residents.

Over the past several years, federal funding to support the Community Service Block Grant has been challenged. However, Community Action remains an important tool for vulnerable families and individuals. Beginning in 2001, Community Action improved their reporting through the Results Oriented Management Accountability (ROMA) framework and continually seeks ways to improve outreach and services. The 58 Organizational Performance Standards created by the Urban Institute, The National Association of Community Services Programs and the Community Action Partnership along with the network of Community Action Agencies are now in place and are required to be met by all CAAS.

The guiding principle of maximum feasible participation continues today in Community Action. Local boards are tripartite, in other words, have representation from all segments of the local community including low-income residents or their representatives.

Why Community Action?

Community Action works to equip low-income residents with the tools and potential for becoming self-sufficient. The structure of the program is unique – federal dollars used locally to offer specialized programming in communities. It is a coordinated effort to address the root effects of poverty and to, ultimately, move families and individuals to increased household stability and self-sufficiency.

The work is not easy and demand is always shifting and changing. Over the years, the federal government has changed as well. The funding is now part of the Block Grant System, which allows for flexibility and specialization of unique programming. Poverty is viewed as a systemic problem and Community Action is a systems approach to resolving those issues. There are now over 1,000 Community Action Agencies throughout the United States and Puerto Rico.

Among Community Action's three key assets are:

- **FLEXIBILITY** – The Community Services Block Grant, which supplies the core CAA funding, is unique; it is flexible, and it primarily funds local investments

in services, facilities and partnerships which are particular to the CAA's home community.

- **IMMEDIACY** – CAAs are located in the areas of greatest need and managed by community residents. Therefore, when a family or an individual faces crisis, their CAA is able to respond quickly with assistance appropriate to the situation; these may well include the mobilization of help from other community organizations and faith-based groups.
- **COORDINATION** – A bedrock principle of Community Action is that resources of all kinds need to be integrated so they can be used in combination to solve community and individual problems. CAAs manage more than \$5.6 billion in public and private resources annually, serving more than 9.3 million people with low-incomes; the CSBG-funded staff goes into the community and to other government sources to bring in leveraged funds.

So, in other words:

The Community Action Method:

- ❖ Prioritizes prevention
- ❖ Addresses the causes of poverty
- ❖ Involves the Community
- ❖ Improves the Community
- ❖ Creates Opportunity
- ❖ CAA response to customers is:
 - Flexible
 - Coordinated

Typically, the programs and services coordinated, enhanced and offered to the community by its CAA include all or some of the following:

- TO SUPPORT THE WORKING POOR: Adult Education, GED Preparation, GED Test Assistance, Small Business Development, Budget Counseling, Internet Training and Access.
- TO SUPPORT THE POOR FACING CRISIS: Utility payments, Eviction prevention, Food boxes to seniors and families, Emergency clothing, pediatric dental anesthesia.
- TO STRENGTHEN THE WHOLE FAMILY: Nutrition Education, Community Gardens, Weatherization Assistance, Energy Assistance, Rental Assistance, Savings Accounts, Checking Accounts, dental assistance, prescription drug assistance.

- **TO STRENGTHEN THE WHOLE COMMUNITY:** Support for groups working on community and educational improvements, support for Poverty Dialogue and Planning among all sectors of the Community.

Unique Characteristics of Community Action Agencies

- **BOARD STRUCTURE** - CAAs are required to have a tripartite board consisting of 1/3 elected officials or their representatives, at least 1/3 low-income residents or their representatives and the remainder from major interests in the community.
- **LEVERAGE FOR OTHER RESOURCES** – Every CSBG dollar spent leverages nearly \$4 of state, local and private contributions combined. The CAA network administers a total of nearly \$5.6 billion in federal, state, local and private resources.
- **INNOVATIVE SOLUTIONS** – CSBG funds give CAAs the flexibility to design programs that address needs specific to the individuals and the local community and to identify specialized resources that fit these needs.
- **LOW ADMINISTRATIVE COSTS** – CAAs have very low administrative overhead costs (on average, between 7 and 12 percent). Resources are invested directing in the community and families, not in bureaucracy.
- **COMPREHENSIVE AND RESPONSIVE** - CAAs respond quickly when a family of individual is in crisis to avoid costly long-term problems. The highest priority is placed on helping people achieve permanent self-sufficiency. In addition to emergency assistance, a major portion of CSBG expenditures is for coordination among various programs. Integrated services delivery is tailored to individual circumstances.
- **REACHING MILLIONS OF AMERICANS** – CAAs provide services to more than a quarter of all Americans living in poverty and to several million more families with incomes only slightly higher than the poverty threshold every year. Included in this group are the 2.8 million children in families with low-incomes.

POVERTY GUIDELINES 2017				
Size of family unit	100 Percent of Poverty	125 Percent of Poverty	150 Percent of Poverty	200 Percent of Poverty
1	\$12,060	\$15,075	\$18,090	\$24,120
2	\$16,240	\$20,300	\$24,360	\$32,480
3	\$20,420	\$25,525	\$30,630	\$40,840
4	\$24,600	\$30,750	\$36,900	\$49,200
5	\$28,780	\$35,975	\$43,170	\$57,560
6	\$32,960	\$41,200	\$49,440	\$65,920
7	\$37,140	\$46,425	\$55,710	\$74,280
8	\$41,320	\$51,650	\$61,980	\$82,640
Program	Head Start (at Springfield Urban League)	All CSBG Programs	LIHEAP/PIPP HHS Weatherization State Weatherization	DOE Weatherization

For all states (except Alaska and Hawaii) and for the District of Columbia.

COMMUNITY SERVICES BLOCK GRANT (CSBG)

The Community Services Block Grant (CSBG), administered by the states, provides core funding to local agencies to reduce poverty, revitalize low-income communities and to empower low-income families to become self-sufficient.

CSBG is a federal, anti-poverty block grant which funds the operations of a state-administered network of local agencies. The CSBG network consists of more than 1,000 agencies that create, coordinate and deliver programs and services to Americans with low-incomes in 96 percent of the nation's counties.

Like DeKalb County Community Action Department, most agencies in the CSBG network are Community action Agencies (CAAs), created through the Economic Opportunity Act, a predecessor of the CSBG. Community representation and accountability are hallmarks of the CSBG network, where agencies are governed by a tri-partite board.

The CSBG Administrative Board is responsible for overseeing services and helping to design programs that address the needs of the community. The fifteen-member board is diverse and offers a variety of perspectives at each quarterly board meeting and through feedback from monthly updates sent by email. A tripartite board must consist of five elected officials, at least five representatives of the poor and the remainder from major groups and interests in the community. During meetings, the director reports on the number of clients served for the CSBG programs as well as other agency programs and activities during the quarter. CSBG Board discussion normally takes place around activities for that quarter. The departmental budget is also discussed with the CSBG Board at each meeting. As a result, the board is able to determine if the CSBG work programs are best serving the needs of clients. DCCAD also receives monthly oversight from the Health and Human Services Committee, which consists of seven members of the County Board. Based on monthly reports, oversight committee members ensure funds are being utilized appropriately.

To provide services to targeted populations, collaborating with agencies that also service common customers is a valuable method to reach those clients. This method is the most efficient way to ensure clients in need receive the services the agency is trying to provide to fill the gap. As examples, the agency:

- Works to identify new funding to continue the Community Garden/Nutrition Education as an agency-funded and designed collaboration with the DeKalb County Community Gardens and aims to create partnerships with locations that specifically address the needs of low-income individuals and families.

- Sits on the Boards of several agencies, organizations, and collaboratives within the county.
- Partnering with other organizations to offer additional financial literacy workshops.
- Visiting outreach sites to ensure individuals in most need are receiving needed services and do not “fall through the cracks”.
- Works closely with the DeKalb County Board’s Committee of Health and Human Services to ensure information about resources in the community is available to citizens.

In addition to community collaborations, DeKalb County Community Action and other social service agencies trade written linkage agreements to assist households with low-incomes. Agencies include the Housing Authority of the County of DeKalb, Hope Haven, Safe Passage, Salvations Army, DeKalb Township, etc. In addition to written linkages, regular attendance at meetings of the Continuum of Care, Networking for Families, and advisory councils like the Juvenile Justice Council keep the agency linked and informed of activities within the community. In addition to surveys, strategic planning and outreach, the agency is better able to identify service gaps in the system and as a result, clients benefit from agency networking.

DeKalb County Community Action Department CSBG Programs

Family Economic Development

This program is intended to provide specialized support and services for individual who are looking to increase their household income through employment. The focus may be to increase hours for those who are underemployed or it may be to provide assistance will all facets of securing employment for those who are without a job. This service focuses on addressing all the barriers that may exist to limit employment and income from it for a household.

Family Stability and Support

Comprehensive support and assistance with accessing appropriate community resources and available benefits are the hallmarks of this service. This service assists participants to identify goals and address barriers to meeting those goals by offering on-going services and focused planning to complete tasks. There are small incentives incorporated into this program to recognize commitment and goal achievement.

Scholarship Program

Information about the CSBG scholarship program is sent to all local colleges, universities, high schools, and newspapers in the DeKalb County area. Local service

providers and staff are emailed the press releases in order to communicate dates, deadlines and eligibility information.

Once DCCAD receives completed applications, Family Support Specialists will interview each candidate and provide more detail to the Scholarship Committee of the CSBG Board. The Scholarship Committee will then review each application and make recommendations to the CSBG Board who will then vote for scholarship recipients. Community Action will attempt to ensure all eligible low-income residents of the county have the opportunity to apply for CSBG scholarships if their chances of employment after graduation are more likely.

Information and Referral

DCCAD works with all agencies to address needs for clients as indicated on client assessment forms at intake, especially educational and training resources. A strong linkage system with other agencies exists in the DeKalb County area. DeKalb County Community Action Department has created and made available on line a guide book to resources in the county.

Training and Technical Assistance provided for Agency Development

T/TA dollars will be used to address agency needs to increase infrastructure and overall organizational health with special regard for the new OCS standards. Also, staff will attend trainings for professional development as it relates to their current position.

Community Organization and Brokerage/Advocacy Projects

DCCAD will coordinate and partner with other organizations and coalitions within the Community System to progressively and proactively provide supportive interventions that support holistic stability. Staff will attend meetings to achieve this.

Community Action in the State of Illinois

IACAA Members



Key - County Map

Color Member

- [BCMW Community Services, Inc.](#)
- [C.E.F.S. Economic Opportunity Corporation](#)
- [Carver Community Action Agency](#)
- [Champaign County Regional Planning Commission](#)
- [Chicago Department of Family & Support Services](#)
- [City of Rockford Human Services Department](#)
- [Coalition of Citizens with Disabilities in Illinois \(statewide\)](#)
- [Community Action Partnership of Central Illinois](#)
- [Community Action Partnership of Lake County](#)
- [Community Contacts, Inc.](#)
- [Community & Economic Development Association of Cook County, Inc.](#)
- [Crosswalk Community Action Agency](#)
- [Decatur - Macon County Opportunities Corporation](#)
- [DeKalb County Community Action Department](#)
- [DuPage County Human Services](#)
- [East Central Illinois Community Action Agency](#)
- [Embarras River Basin Agency, Inc.](#)
- [Illinois Migrant Council \(statewide\)](#)
- [Illinois Valley Economic Development](#)

Corporation

-  [Kankakee County
Community Services,
Inc.](#)
-  [Kendall County Health
Department](#)
-  [Madison County
Community
Development](#)
-  [McHenry County
Housing Authority](#)
-  [MCS Community
Services](#)
-  [Mid Central Community
Action, Inc.](#)
-  [Northwestern Illinois
Community Action
Agency](#)
-  [Peoria Citizens
Committee for
Economic Opportunity,
Inc.](#)
-  [Project NOW
Community Action
Agency, Inc.](#)
-  [Sangamon County
Department of
Community Resources](#)
-  [Shawnee Development
Council, Inc.](#)
-  [Springfield Urban
League](#)
-  [St. Clair County
Intergovernmental
Grants
Department/Community
Action Agency](#)
-  [Tazwood Community
Services, Inc.](#)
-  [Tri-County
Opportunities Council](#)
-  [Two Rivers Head Start
Agency](#)
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-  [Two Rivers Regional
Council of Public
Officials](#)
-  [Wabash Area
Development, Inc.](#)
-  [Western Egyptian
Economic Opportunity
Council](#)
-  [Western Illinois Regional
Council - Community
Action Agency](#)
-  [Will County Center for
Community Concerns](#)

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.



Vision and Values of the Community Action Movement

Below are the visionary concepts of Community Action that have been commonly held and are the basis of community involvement and agency management.

We pledge to rededicate ourselves “to eliminating poverty in the midst of plenty in this Nation by opening to everyone the opportunity for education and training, the opportunity to work, and the opportunity to live in decency and dignity.”

We hereby recommit to continue the battle to help the poor to overcome hunger, inadequate housing, illiteracy, unemployment, discrimination and the lack of adequate educational, health and social services.

We accept the challenge to lead our agency, our community, and our country with renewed dedication, enthusiasm and effort, into a new era in which the dignity and decency of all people will be paramount.

- a. Poverty can be eliminated by creating an environment that encourages opportunities for everyone.
 - b. Community Action is development of these opportunities.
 - c. Serving the best interests of the poor is in the best interest of all people.
 - d. Systems and people have the potential for change.
 - e. Community Action's success is dependent upon the collective efforts of the entire community and its institutions.
2. The values and beliefs of Community Action affirm the capability and spirit of humanism collectively; and recognize the differences of each individual.
- a. The misery of poverty must be addressed and alleviated.
 - 1. Poverty is unacceptable, painful and far-reaching.
 - 2. Easing the misery of poverty is good, right and essential in an affluent society.
 - 3. Community Action identifies and addresses the causes of poverty.
 - 4. Community Action removes obstacles, fills gaps and confronts the causes/conditions of poverty.
 - b. Despair can be replaced by opportunity and hope through Community Action intervention.
 - 1. Empowerment of the poor for economic and social self-sufficiency through a variety of means.
 - 2. Local flexibility/control creating a program mix: responsive to customers and community's needs.
 - 3. Anti-poverty initiatives must be related to the assessed community needs.
 - c. The plight of the poor must be made known.
 - 1. Community Action is the voice for the poor.
 - 2. Use of full range of public relations techniques.
 - d. The impoverished individuals, families and communities can be enabled and assisted to attain self-sufficiency and independence.
 - 1. Agencies move to shift forces from self-serving to selfless endeavors.
 - 2. Agencies move from the abstract idea of the elimination of poverty to the achievement of self-sufficiency on an individual/family basis.
 - 3. Listen to the poor/interact one-on-one, in partnership.
 - 4. Encourage, assist, and strengthen the abilities of the poor to play major roles in programs, services and systems affecting them.
 - 5. Accept the presence of the positive in people, work from an individual, asset-based model.
 - e. A coordinated response to poverty causes/conditions, facilitated by the CAA, can be an effective approach to moving people out of poverty.
 - 1. Effective use of the CAA Board structure
 - 2. Development of networks, coalitions, task forces
 - 3. Mobilization of resources; internally and externally

4. Initiation of grassroots activities
 5. Community capacity building and development
- f. The vision and values of Community Action must be modeled internally and projected externally.



Community Action Code of Ethics:

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

Recognize that the chief function of the Community Action movement at all times is to serve the best interests of the poor, thereby serving the best interests of all people.

Accept as a personal duty the responsibility to keep up to date on emerging issues and to conduct ourselves with professional competence, fairness, impartiality, efficiency, and effectiveness.

Respect the structure and responsibilities of the board of directors, provide them with facts and advice as a basis for their making policy decisions, and uphold and implement policies adopted by the board of directors.

Keep the community informed about issues affecting the poor; facilitate communication by the poor with locally elected public officials and the private sector.

Conduct our organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication, and compassion.

Exercise whatever discretionary authority we have under the law to promote the interests of the poor.

Lead the Community Action movement with respect, concern, courtesy, and responsiveness, recognizing that service to the poor is beyond service to oneself.

Demonstrate the highest standards of personal integrity, truthfulness, honesty, and fortitude in all our Community Action activities in order to inspire confidence and trust in the Community Action movement.

Serve in such a way that we do not realize undue personal gain from the performance of our professional duties.

Avoid any interest or activity that is in conflict with the conduct of official duties.

Respect and protect privileged information to which we have access in the course of official duties.

Strive for professional excellence and encourage the professional development of our associates, including those seeking to become certified Community Action professionals.

Approved by Community Action Partnership Board of Directors
September 6, 2002

COMMON ACRONYMS

CA	Community Action
CAA	Community Action Agency or Community Action Assessment
CAP	Community Action Plan
CAP	Community Action Partnership (Nat'l)
CCAP	Certified Community Action Professional
CNA	Certified Nursing Assistant
COE	Center of Excellence
COC	Continuum of Care
CSBG	Community Services Block Grant
DCEO	IL State Dept. of Commerce and Econ. Opportunity
DOE	US Dept. of Energy
EEO/AA	Equal Employment Opportunity/Affirmative Action
GED	General Equivalency Diploma
GPRA	Government Performance and Results Act
HHS	US Dept. of Health and Human Services
IACAA	Illinois Assn. of Community Action Agencies
I & R	Information and Referral
IM 49	Information Memorandum 49 (ROMA)
I.S. Report	Information Service Report
IVCA	Illinois Ventures for Community Action
IWAP	Illinois Weatherization Assistance Program
LIHEAP	Low-Income Home Energy Assistance Program

MOU	Memorandum of Understanding
NCAF	National Community Action Foundation
NPI	National Performance Indicator
NASCSP	National Assn. of State Community Service Programs
OCS	US Office of Community Services
OEA	(IL) Office of Energy Assistance
OMB	Office of Management and Budget
OSCEO	Organizational Standards Center of Excellence
PIPP	Percent of Income Payment Plan
PMTF	Performance Management Task Force
PY	Program Year
ROE	Regional Office of Education
ROMA	Results Oriented Management Accountability
SNAP	Supplementary Nutrition Assistance Program (Food Stamps)
SSA	Social Security Administration
SSDI	Social Security Disability Insurance
SSI	Supplemental Security Income through the SSA
SSN	Social Security Number
TOC	Theory of Change (enhances ROMA)
T /TA	Training and Technical Assistance
WIA	Workforce Investment Act
WX/WAP	Weatherization/Weatherization Assistance Program

I hereby certify that I have read and understand the

CSBG Board Orientation Manual received by me on _____.
(Date)

(Print Name)

(Signature)