

ROMA COE White Paper Feedback Survey

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1. CONTACT INFORMATION The feedback received via this survey will be reported out in aggregate form. As such, your contact information will not be shared. However, it will be used by NASCSP to gather additional information regarding open-ended survey responses.

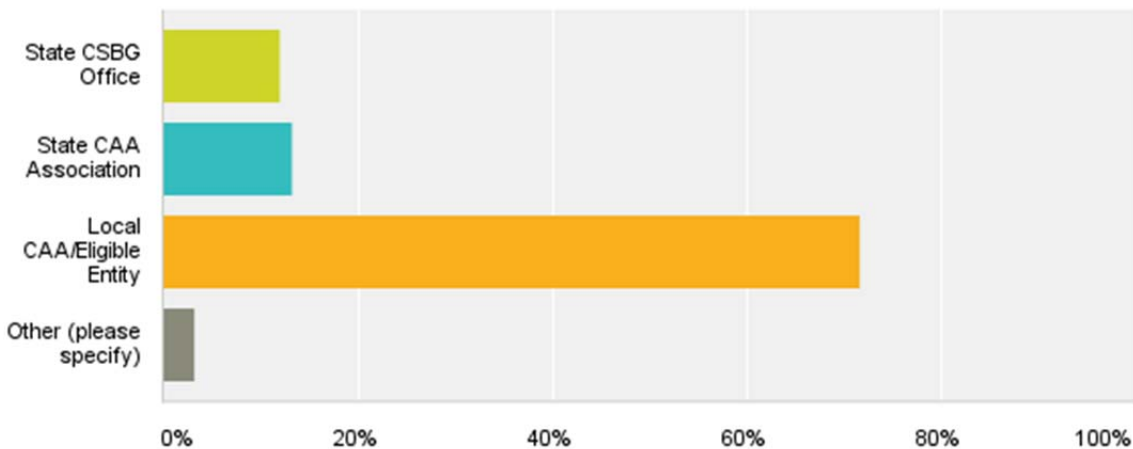
Answer Options	Response Percent	Response Count
Full Name:	100.0%	161
State:	100.0%	161
Email Address:	100.0%	161
<i>answered question</i>		161
<i>skipped question</i>		0

2. Organization Type

Answer Options	Response Percent	Response Count
State CSBG Office	11.9%	19
State CAA Association	13.2%	21
Local CAA/Eligible Entity	71.7%	114
Other (please specify)	3.1%	5
<i>answered question</i>		159
<i>skipped question</i>		2

Q2 Organization Type

Answered: 159 Skipped: 2

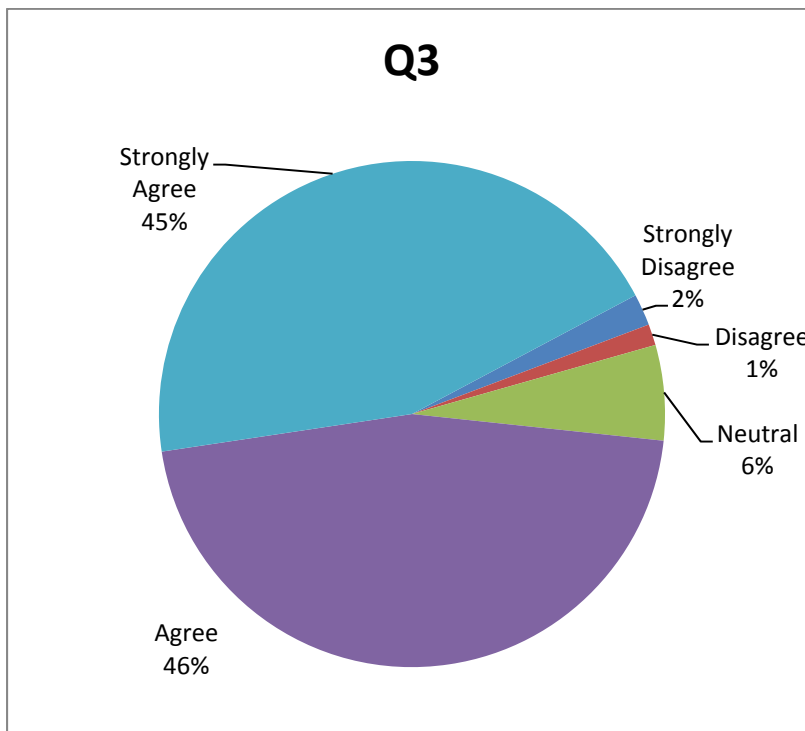


Other Responses: Consultant/trainer; Individual; Village Elder; information reporting systems for CAA's; Non Profit, not CAA

SECTION 1: DEVELOPING A NATIONAL COMMUNITY ACTION THEORY OF CHANGE

ASSUMPTIONS

3. Does the following statement demonstrate a belief system or unique operating structure of Community Action?							
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Community Action works to create pathways to self-sufficiency for America's families with low-income by employing long-term strategies that recognize family and community success are interconnected	3	2	9	68	67	4.30	149
Comments							25
<i>answered question</i>							149
<i>skipped question</i>							12

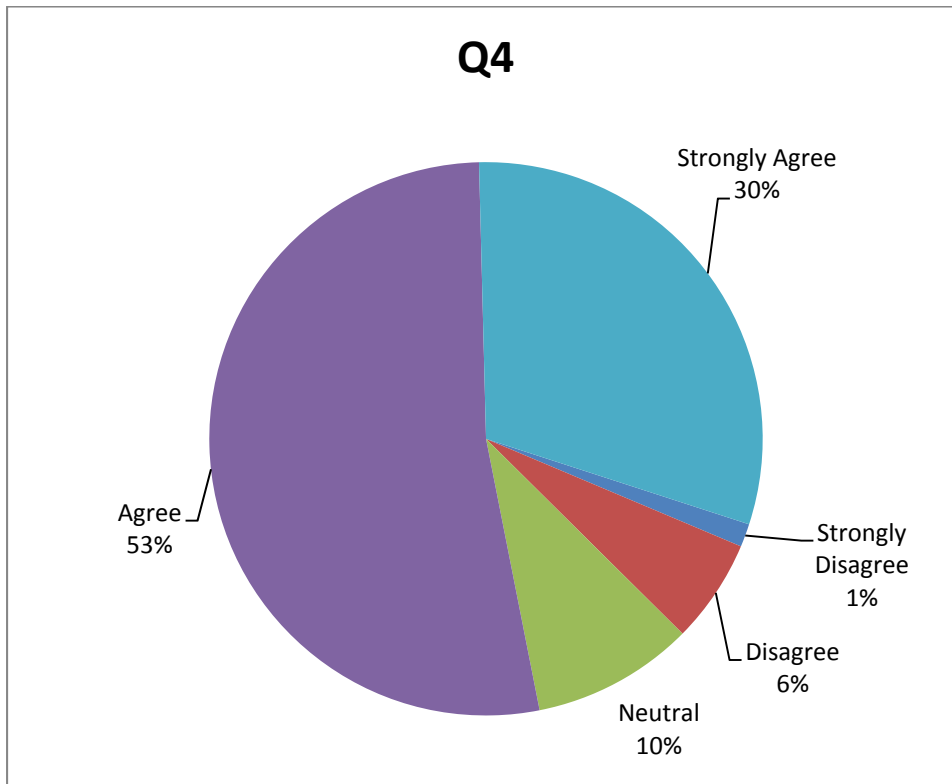


Q3 Comments:

1. we have several agencies that have community action in their name, I prefer seeing Community Action Agencies - it makes it clear that the statement is referring to caas
2. Should incorporate "low-income families as partners and investors in their own quest for self-sufficiency. Incorporate the word "innovation."
3. Still are not doing enough actual case management/family development to truly move more families to greater levels of self-sufficiency.
4. Community Action works to create pathways to self-sufficiency for low-income American Families by implementing long-term strategies that will ensure family and community success are interconnected.
5. Please have the agencies more involved with this project. Maximum feasible participation! The way the question is asked will be an agreeable. Need discussion on what questions to really ask.
6. They should be, but not all function this way. It is not a unique structure, because it is not strictly adhered to.
7. Unique operating structure
8. Economic Security includes more people than Self Sufficiency
9. Yes, this is very clear and concise and embodies the true mission of community action.
10. The statement represents what the belief system should be, and would represent an operating structure unique to Community action, yet with year to year funding, the long term impact is difficult to realize.
11. I believe it is imperative that the families we serve define self-sufficiency and we should be working with them to identify goals to attain self-sufficiency.
12. The operating structure of Community Action varies from agency to agency. With over 1,000 agencies not certain the statement demonstrates the operations or beliefs of each agency.
13. I agree with this statement, however, I don't think we do enough to engage the community in this understanding.
14. could be strongly agree but agencies need to work on more long-term strategies
15. Remove the words self-sufficiency. This word has become tough to define for anyone and sets the CAA network up for failure. Also, some strategies are long term or short term.
16. Economic security has become as much a real focus for low income residents and for those vulnerable to becoming low income
17. Will there be an outline for a basic self-sufficiency model to use or will each agency create their own.
18. I think this is the belief, but not always the application.
19. This is not consistent from agency to agency.
20. The statistics tend to bear out more of a response to immediate/emergency services such as Head Start, Fuel Assistance, WAP, VITA/tax processing not readily seeing the long-term strategies of family & community success
21. However, funding for areas with low population is always an issue and the long-term strategies are very difficult to sustain with the limits on that funding.
22. This is a very broad vision statement (belief system) rather than an operating structure.
23. Very awkwardly worded. The sentiment is ok but the wording needs work.
24. We will not survive without
25. It is semantics but the statement as is lacks any real power or clarity for an outsider to understand what our true 'why' or purpose for being is

4. Does the following statement demonstrate a belief system or unique operating structure of Community Action?

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Community Action believes that community stakeholders, particularly those with a low income, best know their community's needs	2	9	14	78	46	4.05	149
Comments							28
						<i>answered question</i>	149
						<i>skipped question</i>	12

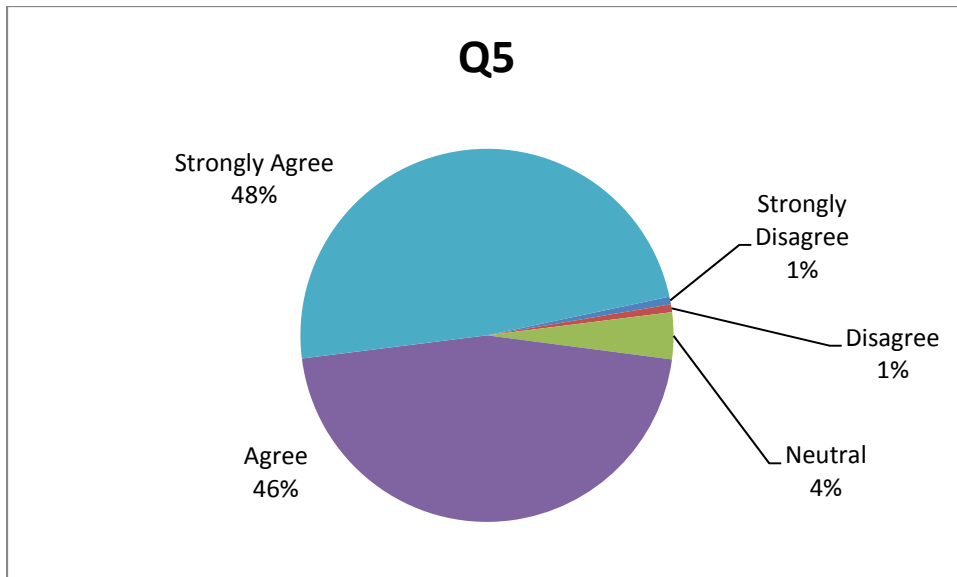


Q4 Comments:

1. low income know their individual needs but not the community
2. Low income are more than stakeholders - what makes us different is their mandated presence on our board of directors
3. Assessments are ongoing to know what needs are being met or not. Food, clothing, shelter and heat/cooling are still too much of the business.
4. Community Action believes that community stakeholders, particularly those with a low income are aware of their community's needs.
5. Let's have opportunity for our low income community to response to this and be on the work group!
6. Varying degrees of implementation
7. Yes, when dealing with obstacles effecting low-income. For instance community stakeholders in my region stated that the lack of public transportation was a huge issue. However, when asking the low-income their response indicated that the lack of public transportation was low on their list.
8. belief
9. Needs maybe, strategies to address those needs -- not necessarily
10. However, there are variables the low-income community may not have access to when determining what is needed.
11. Low income community stakeholders know what their needs are, however I'm not sure if I agree that they "best" know their community's needs.
12. Only few stakeholders' best know their community's needs.
13. Agree that this is represented in the structure of CSBG (i.e. COATES Act). Might be viewed more as CSBG vs. Community Action.
14. There is a need to identify community needs by more than just the low income sector
15. I don't believe they always know the needs of the community
16. This might infer that low-income stakeholders know better than other stakeholders out community needs. suggest a different word than "particularly"
17. I agree with this statement, but believe that there isn't enough communication between the low-income citizens and other community citizens.
18. Although low income folks know some of the needs, especially those that pertain to them or their families, they may not be aware of ALL needs in the community felt by others. I.e. a low income working poor person may not know the needs of low income constituents that suffer from mental health issues, etc.
19. Yes. This is the reason we are adamant about obtaining our surveys from our customers and reps of low-income clients.
20. This statement is unclear; who has the low income???
21. Know their needs but not necessarily community needs
22. Suggested rewording: Community Action believes that community's needs are best identified by engaging a broad spectrum of community stakeholders, including unusual voices (i.e. low-income, minority ethnic or racial, gender-based groups).
23. I once was not funded by the USDA because I represented a CAA which I was told "is known" for being top down rather than empowering low income.
24. I believe this is true of Community Action but it is not unique to Community Action. The same is true for many of the following questions as well.
25. I'm not sure Community Action believes that low income stakeholders know their community's needs any better than higher income stakeholders. This doesn't really make any sense.

- 26. Although stakeholders are of value, those specific advocates for these populations are key. We are not finding those in stakeholder positions who do not share the opinion that the low income have a stake other than receiving dollars.
- 27. Low income stakeholders may know their own needs, but do not often or necessarily know their community's needs--the statement is not appropriately set out
- 28. The community needs should be identified in the community needs assessment if properly done.

5. Does the following statement demonstrate a belief system or unique operating structure of Community Action?							
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Community Action leverages other resources to address complex issues	1	1	6	68	73	4.42	149
Comments							15
<i>answered question</i>							149
<i>skipped question</i>							12

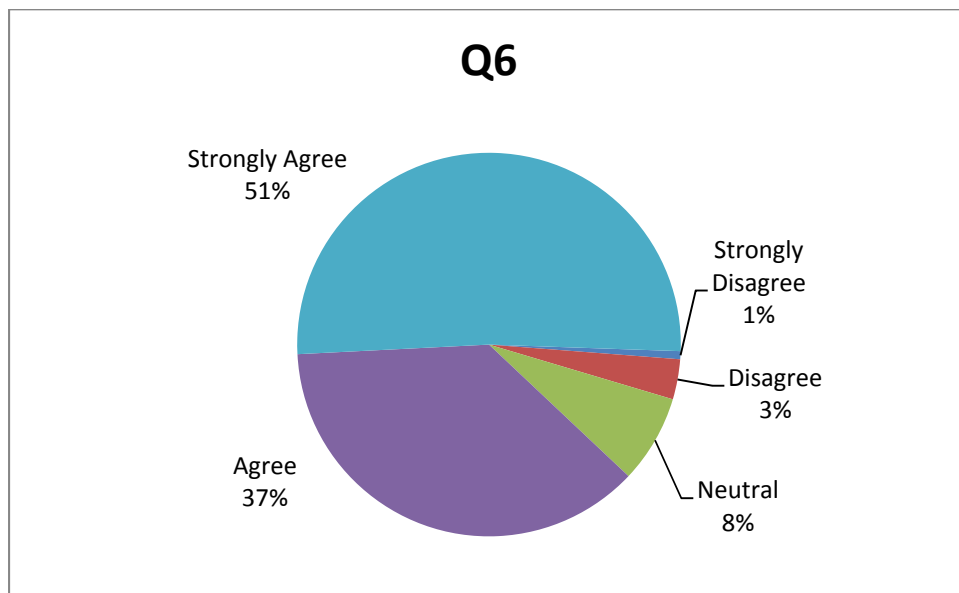


Q5 Comments:

1. Leverage and capacity building are central to Community Action.
2. Varies by agency
3. 80% of our programs would be non-operable if not for the ability to combine operational support with CSBG
4. Unique operating structure
5. This is particularly critical in today's funding climate. However, this has always been a strategy used by community action to assist clients.
6. Really these organizations do not have the vision and capacity to address complex issues.
7. "Other resources" is unclear. Is the intent that Community Action leverages local and private resources with Federal funding?
8. While we do, it is getting more difficult to access other resources.
9. Although sometimes the other resources are not available to leverage.
10. Depends on the agency and location.
11. The statement is correct but it doesn't say anything. It just sounds like rhetoric.
12. It demonstrates a operating system in a rather weak and vague way. What do we do with those resources? How do we address complex issues? Yes poverty is a complex reality; part of our problem is that some agencies continue to focus on soft touch responses while falling back on systemic failings to rationalize their continued existence.
13. With funding cuts at the federal and state levels, this is going to be critical to the success of families achieving stability let alone self-sufficiency.
14. I believe that this was once unique to the network, but most non-profit agencies do this now.
15. More needs to be done to identify what and where other resources are in the various communities.

6. Does the following statement demonstrate a belief system or unique operating structure of Community Action?

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Community Action is locally driven based on local needs and resources	1	5	11	56	76	4.35	149
Comments							21
<i>answered question</i>							149
<i>skipped question</i>							12

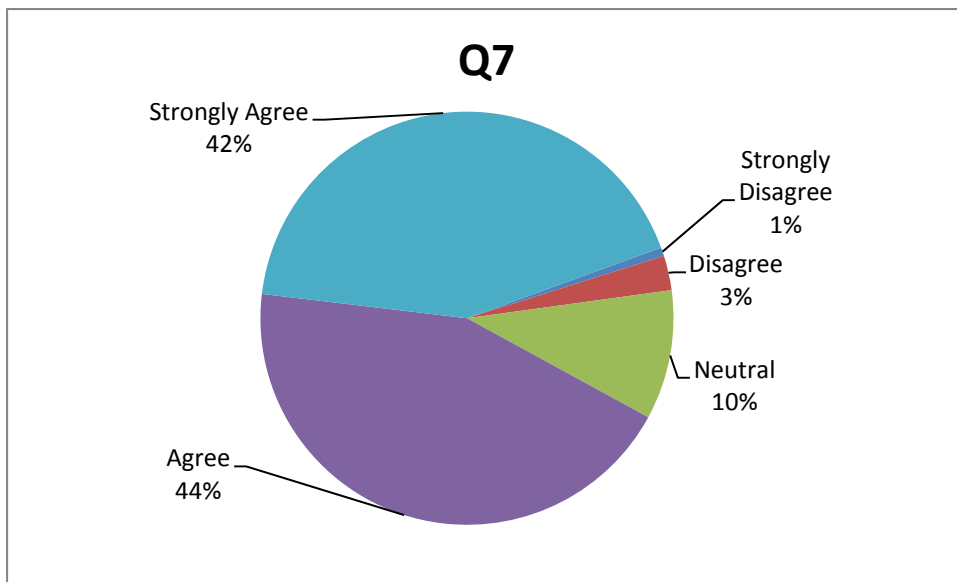


Q6 Comments:

1. Must protect their unique approach.
2. In reality, agencies are too restricted by federal funding and regulatory constraints to really be locally driven and to address local needs. In reality, Community Action's customers are funding sources rather than those needing and receiving our services.
3. Though common needs and approaches exist in all agencies, unique demands are met by local people knowing local issues.
4. Should be a driving focus of their reason for existence.
5. unique operating structure
6. federal state and local resources Only about 20% of most CAA's budgets is local
7. This is a "should be" statement not always honored in the breach by state agencies
8. Community action has been locally driven to ensure the needs of the respective communities are being met. However, there is a need for global thinking.
9. These organizations are forced to follow the needs defined in the NPI's.
10. Belief system
11. Agree that this is represented in the structure of CSBG (i.e. COATES Act). Might be viewed more as CSBG vs. Community Action.
12. Funding does not always allow for this.
13. I believe it is driven more by resources than needs - I believe the ultimate goal is to address the needs, but money has to be there in order to address an issue.
14. local needs but national resources
15. I believe this was a premise...however, funding shifts have identified national paradigms that we seem to address or should be addressing: health, healthy relationships (marriage, fatherhood), school partnerships that promote academic investment and success
16. I think it is important to leave out "and resources." With it's inclusion, we are eliminating the need for federal or state resources.
17. Both locally and federally driven.
18. Generally agree, but there are some CAAs who are not responding to the changing needs of their low income as their populations changes, or not connecting with all stakeholders to help complete the assistance gap for their clients
19. Not unique to Community Action
20. The new standards should help to ensure this occurs.
21. I think that Community Action is locally driven, but I also think the politics affects the focus of the needs and resources.

7. Does the following statement demonstrate a belief system or unique operating structure of Community Action?

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Community Action promotes bundled, integrated service delivery	1	4	15	65	64	4.26	149
Comments							25
<i>answered question</i>							149
<i>skipped question</i>							12

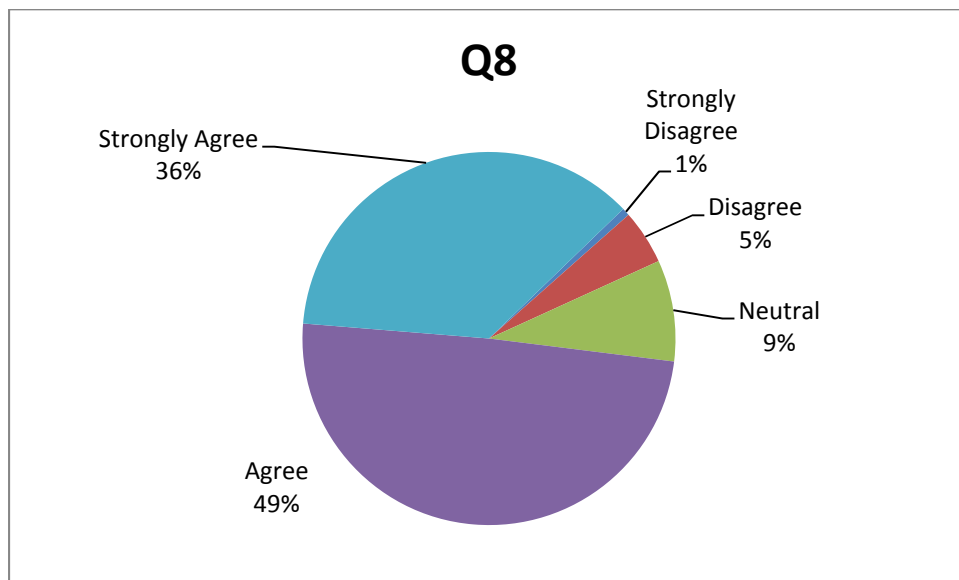


Q7 Comments:

1. Services may be promoted but in silos; varies
2. Unclear. Community Action is nimble, innovative, resourceful and responsive.
3. Yes promotes, but doesn't do enough to truly maximize the potential for this.
4. I am frustrated with the yes-no approach to these questions!
5. Agency dependent
6. holistic approach, wrap around services...not sure about the term bundled
7. unique operating structure
8. bundled, integrated is redundant
9. This should be the universal belief system, but there are still some CAA's that are comfortable with providing limited services.
10. Local resources to address poverty are added and managed through our CAA
11. I believe that not all CAA offer bundled, integrated service delivery.
12. There is not a strong integration of services delivered.
13. Unique operating structure of Community Action
14. The operating structure of Community Action varies from agency to agency. With over 1,000 agencies not certain the statement demonstrates the operations or beliefs of each agency. Would an assumption be, "Bundled, integrated service delivery is effective for low-income families achieving outcomes" vs. stating what is promoted?
15. I believe we attempt to gather all programs an individual would be eligible for, but we could do a better job.
16. the value of the umbrella ...this lowers cost and capitalized on multiple service delivery
17. Limited funding and a 36,000 square mile service area prohibits this for the majority of the families we serve
18. Again, this is the mantra but not always put into practice.
19. This one is tricky - we do not want to exclude those agencies that are focused on impacting the low-income communities they serve through expanding community resources and/or housing. The statement, as it stands, focuses on activities at agencies where the focus is individuals, rather than community. Perhaps: "Community Action promotes a diverse and innovative approach to integrated services and resources.
20. We have been chastised by the state for integrating service delivery.
21. Again, this is the ideal but usually difficult to attain due to limited resources and lack of funding.
22. Not unique to Community Action and doesn't really say anything.
23. This is the philosophy at the national level. At the local level in some areas there are obstructionist attitudes towards case management or bundled services.
24. Promote or deliver. What does the description of promote involve--advocacy? partnerships? internal delivery?
25. I feel that this is a vital belief to hold true, and support continued CSBG funding--CSBG gives us the flexibility we need in order to provide bundled services.

8. Does the following statement demonstrate a belief system or unique operating structure of Community Action?

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count	
Community Action stimulates community engagement in governance, advocacy and program design	1	7	13	73	55	4.17	149	
Comments							20	
							<i>answered question</i>	149
							<i>skipped question</i>	12

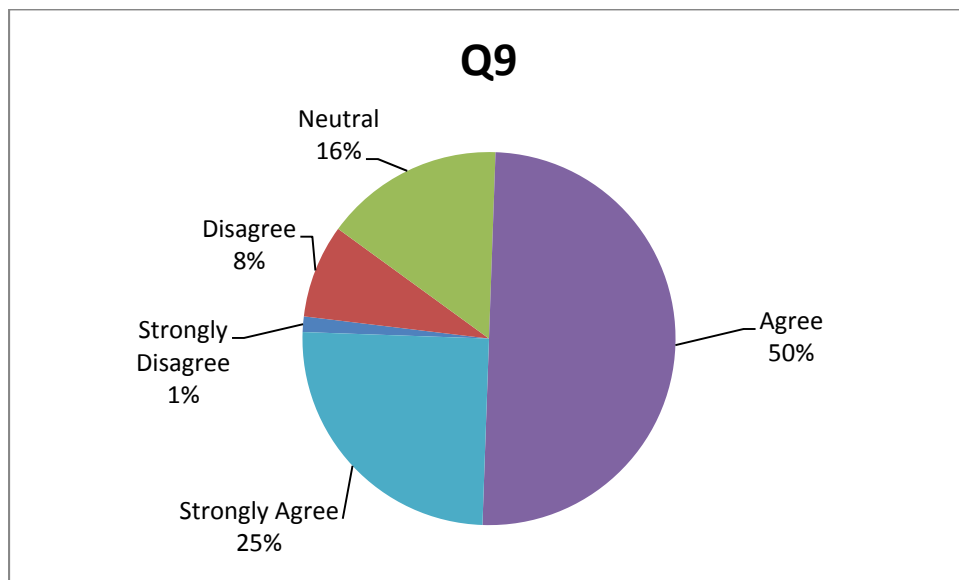


Q8 Comments:

1. Don't see the active engagement from the community in the design of programs. Low income provide comments through public hearing
2. It's what makes us unique.
3. I think this is a goal of community action and they try to operate in this capacity but community engagement is difficult and advocacy is difficult with funder restrictions.
4. Community Action now I think is more focused on helping individuals and families by providing supportive services.
5. Board structure encourages engagement but falls short usually. Dynamic things are happening when community feels ownership in outcomes of services provided by agency.
6. Let us be involved to share more the specifics and share examples!
7. Most definitely should be but reality does not always agree
8. unique operating structure
9. Many CAA's provide opportunities for the respective community members to participate on boards, policy councils and other entities that help to drive programs.
10. Through the Executive Community Action Board and main Board
11. This engagement is very subtle.
12. I agree but I think more work needs to be done as far engaging the community.
13. Unique operating structure of Community Action
14. Agree that this is represented in the structure of CSBG (i.e. COATES Act). Might be viewed more as CSBG vs. Community Action.
15. Our Board is very involved; I would like to see us more involved in community input. Even beyond a joint needs assessment. Ongoing community conversation needs to happen - especially engaging business owners and managers.
16. need more advocacy and program design options
17. Too many agencies shy away from real advocacy because they fear upsetting their funders.
18. Again philosophically yes, at the local level it ranges from full tilt yes to lip service. In my experience some agencies often have a rather paternalistic attitude toward community participation in governance and actively gate keep to prevent community participation in advocacy.
19. Sometime requirements are driven from the federal or state funding sources, and CAA's bring those standards to the local community.
20. There is still room for improvement.

9. Does the following statement demonstrate a belief system or unique operating structure of Community Action?

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Community Action creates nationwide organizational infrastructure and coverage	2	12	23	74	38	3.90	149
Comments							21
<i>answered question</i>							149
<i>skipped question</i>							12

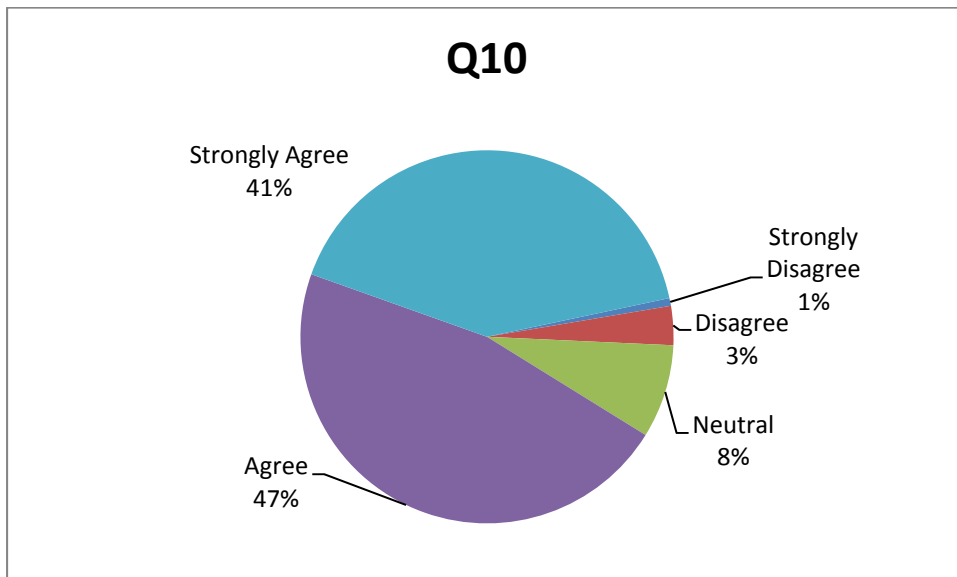


Q9 Comments:

1. Question is not clear.
2. It does but few other than the members of the network know it - and I would guess that those individuals are the leadership - we should capitalize on this
3. Unclear what this means.
4. It is the only thing our nation has that approximates an infrastructure to address poverty in lieu of a unified national policy to do so.
5. I think it SHOULD but it doesn't. We are not a cohesive national network in terms of coverage and infrastructure.
6. By being in every state this coverage occurs. Results still need to be enhanced to move more families forward.
7. Unique---every agency is unique--no one is the same.
8. Unique operating structure
9. Optimally, but no always actually
10. There is a major movement in this direction. It has been there in the past, but certainly needs to be revised to fit today's structure.
11. I believe it has the potential to do so; if it were true funding CSBG adequately would represent a national priority.
12. So much is driven from the national level
13. This organizational infrastructure is composed of isolated elements.
14. Unique operating structure of Community Action
15. I am not sure that the infrastructure is consistent nationwide.
16. first time this was capitalized on was ARRA Weatherization... provided a mechanism for rapid national response.
17. A National identity is lacking.
18. This statement is a bit concerning because it insinuates that our organizations and infrastructure are homogenous nationally. It's a dramatic step away from: "If you've seen one Community Action agency, then you've only seen one CAA." We need to maintain the ability to respond, react, and act locally, and the suggested statement seems to diminish that attribute.
19. I am still too new to the arena to evaluate whether this is a functional reality or an ideal. So far, I have been impressed with the outreach to and input solicited from individual eligible entities.
20. I don't even know what this means.
21. For legislative advocacy and support primarily. As far as a robust sharing between and among CAA's--no evidence this is robust if and when it does exist

10. Does the following statement demonstrate a belief system or unique operating structure of Community Action?

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Community Action promotes individuals with low-income having a stake in their community	1	5	12	69	62	4.25	149
Comments							22
<i>answered question</i>							149
<i>skipped question</i>							12

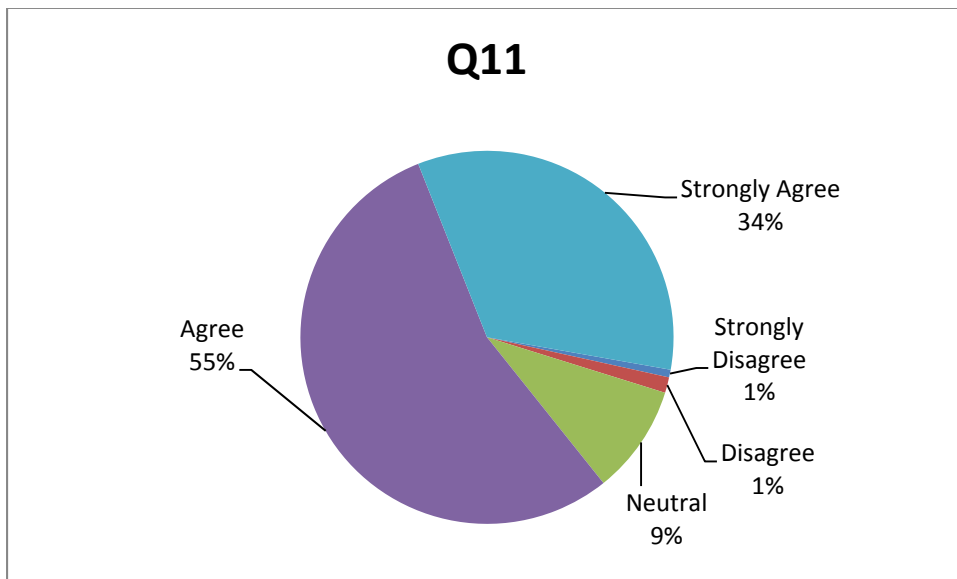


Q10 Comments:

1. Leads to sustainable change.
2. Not nearly enough actual involvement of those receiving services to engage in community activities. Speaking out can be learned and fostered, but many times is not.
3. How are you asking the participants these questions?
4. See comments at #4
5. This definition has been too narrow (LI working on neighborhood watch groups, etc.) I feel that this should include things like continuing their education and/or stabilizing their economic situation. Through those type of activities individuals have become integrated in their community and not on the edge.
6. unique operating structure
7. As mentioned in Question #8, community action makes every effort to involve the clients served in framing what is needed in the community.
8. Through the Board structure and partners whose boards are made up of low income residents. Local resources that have been invested to support the empowerment of stakeholders
9. This kind of promotion does not exist.
10. We could do better. We are so focused on them moving toward self-sufficiency that we do not push the importance of their involvement in the community.
11. Unique operating structure of Community Action
12. Agree that this is represented in the structure of CSBG (i.e. COATES Act). Might be viewed more as CSBG vs. Community Action.
13. At least the ones on the Board.
14. need to do more to engage low-income
15. This is done more by CAAs that are CDCs... creating opportunities and breaking down barriers
16. What does stake mean? Needs definition in order to accurately answer.
17. The wording on this statement is incorrect, grammatically. Suggest: "Community Action promotes low-income individuals to be actively engaged in their communities."
18. Varies from agency to agency.
19. define having a stake in their community.... what is meant by this
20. The legislation that has been layered onto Community Action subsequent to the 1964 act has systematically discouraged true community engagement on the part of low income individuals. I think this is the reason why some agencies gate keep the advocacy arena.
21. What does 'have a stake' mean--participate in employment? Participate in policy? Participate in voting changes?
22. I think of all the community goals and objectives CAA strive to achieve, this one seems to be the most difficult to promote.

11. Does the following statement demonstrate a belief system or unique operating structure of Community Action?

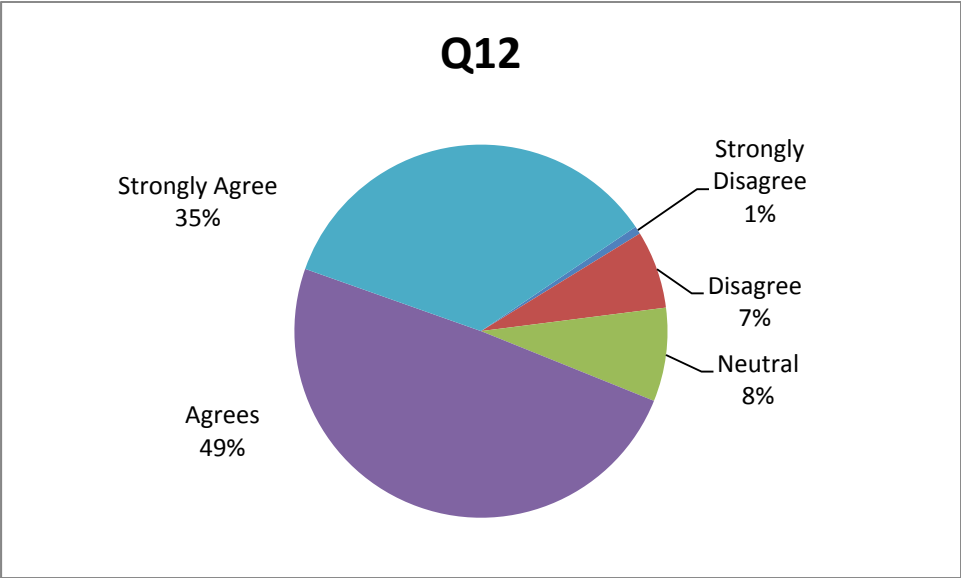
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Community Action is the result of community planning and coordination of resources with partners	1	2	14	81	51	4.20	149
Comments							21
<i>answered question</i>							149
<i>skipped question</i>							12



Q11 Comments:

1. Partnerships are essential to capacity building and strong outcomes.
2. Again I think this is a goal but I don't think it happens as often as we would like.
3. Having limited resources the agency must talk to others in the community to link other services needed by families.
4. Are you asking our partners?
5. See comments at #4
6. unique operating structure
7. Community Action is the facilitator of community planning and coordination.... It causes it to happen, it is not the result of some other cause
8. Again, optimally
9. This has always been the backbone of community action. Community action has been engaged in convening and starting important conversations on what is needed to provide efficient and effective services and what other stakeholders and resources are needed to make this happen.
10. Contractual agreements, MOU's and informal agreements
11. This effort to plan and coordinate resources is contradictory, especially with the functions of the Board of Directors.
12. Unique operating structure of Community Action
13. I believe that is the goal - but, again, we could do a better job engaging the community in our planning.
14. should be.... often a challenge to bring same level of planning to rural institutions where none is required
15. Partners are a key concept
16. Agree some of the time. Some of the time our work is dictated by various Federal and governmental funding dictates, LIHEAP for example.
17. Not the result of, it is the cause of.
18. Rural areas do their best but again, limited resources at public and private level often make this difficult to sustain.
19. Yes, but often those partnerships tend to lean towards local government. Some Rural CAPs are so accustomed to being the "only service in the area" that they forget to take into account the informal and community-based networks which are the first line of support for families falling into crisis.
20. Coordination with partners, yes. Community planning, not always.
21. Community action should be leading the community planning and coordination of resources. This is particularly critical as funding is cut.

12. Does the following statement demonstrate a belief system or unique operating structure of Community Action?								
Answer Options	Strongly Disagree	Disagree	Neutral	Agrees	Strongly Agree	Rating Average	Response Count	
UPDATE! Community Action stabilizes families by meeting their immediate needs	1	10	12	73	53	4.12	149	
Comments								28
							<i>answered question</i>	149
							<i>skipped question</i>	12



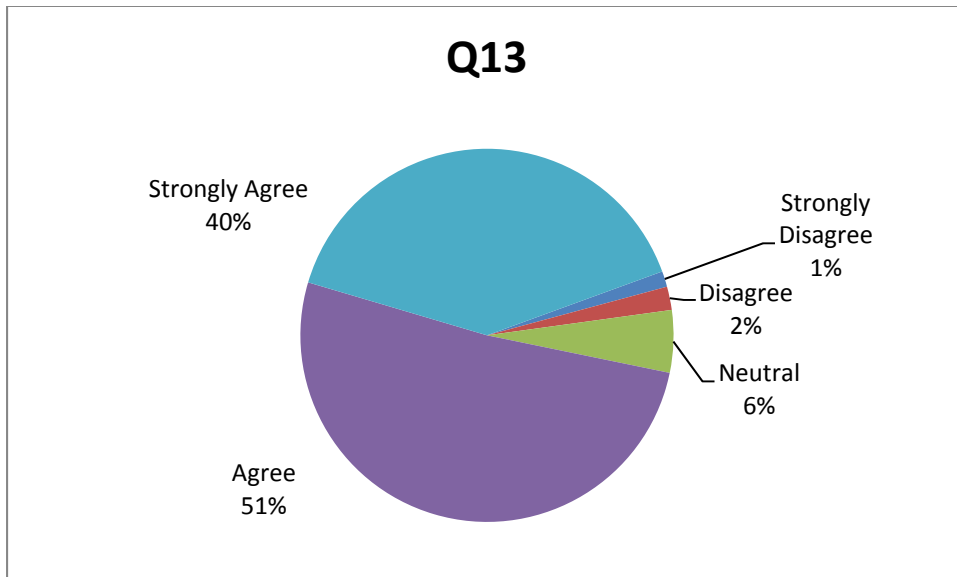
Q12 Comments:

1. ...a part of what we do.
2. while I agree with this, it most often takes intervention and involvement beyond just meeting immediate needs to stabilize families for long term sustainability
3. Stabilizing happens all the time. NOT ENOUGH. Must case manage to provide opportunities not to have to come back to the agency.
4. Community Action stabilizes families by helping them set and reach their own goals.
5. Immediate needs have to be met first in order that a family is able to focus on more long term needs/solutions that will lead towards greater self-sufficiency
6. Should be but is frequently determined by funding pursuits
7. True, however CAPs also work with families on their long term needs which cannot be accomplished before stabilization. So maybe 'stabilizes families by meeting their immediate and long term needs.'

8. I agree with this statement only if the CAA has the available funding and resources needed for a particular case.
9. Belief system
10. Most clients come to community action in a crisis mode. If paying a vendor can stabilize their situation, then that assistance is critical. However, for true stabilization, individuals and families have to be assisted with moving to a greater level of stability in order to grow.
11. Meeting their emergency need of food, clothing and assistance with bills
12. Self sufficiency program limits same day assistance. Limited emergency funds for same day utility disconnections and evictions.
13. Meeting immediate needs does not always equate to stabilizing a family long-term.
14. Only solve the problem temporary, but in the long range the problems continues.
15. We have to stabilize the families by meeting their immediate needs in order for them to focus on moving toward self-sufficiency.
16. Belief System
17. Unclear of the importance of "Meeting immediate needs". Agree with stabilizing families. Possibly, "stabilize families by meeting locally identified needs" could work .
18. This is where we need to do better!
19. Our agency has moved increasingly to referral approach for safety net services, again not all CAAs are alike and for us this has made sense based on our local needs. We do continue to provide some safety net or immediate assistance, but lesser over time
20. We aren't funding for emergency needs. It would be a good plan to work on being able to react to a crisis.
21. Not all CAA can meet all the needs of families in the community.
22. More agencies focus on providing emergency services than achieving self-sufficiency.
23. Immediate needs don't stabilize they simply keep them in survival.
24. That's a big bill to fill! There is no way every community action agency could meet every need required to stabilize every family. Plus, it puts us in the position to act upon a family, rather than empowering the family to meet their own needs, with support. This type of wording could set us up for increased scrutiny. How about "Community Action helps families become stable by providing them with opportunities and linkages to meet their needs."
25. Usually no funds available.
26. In addition to fostering pathways to self-sufficiency and meeting immediate needs, Community Action also stabilizes by helping to make connections between systems to create a community infrastructure for meeting needs and fostering self-sufficiency.
27. That's a pretty broad statement - do we really meet their immediate needs? We try to, but are not always successful, nor do we always have the resources to do so.
28. There is nothing unique about this. Most nonprofit agencies working with the poor do the same exact thing.

13. Does the following statement demonstrate a belief system or unique operating structure of Community Action?

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count	
UPDATE! Stable families and communities create the needed environment to foster pathways to self-sufficiency	2	3	8	76	60	4.27	149	
Comments							15	
							<i>answered question</i>	149
							<i>skipped question</i>	12



Q13 Comments:

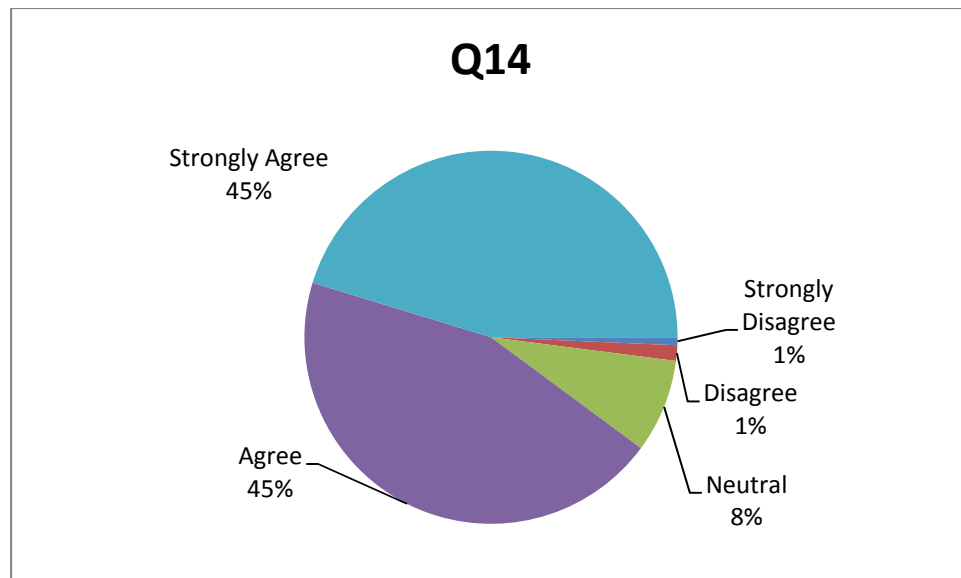
1. Dislike the "stable" families - all families create the needed environment to
2. Insofar as this environment and its constituents actively model self-sustenance and the means and values are essential to achieving it.
3. Be careful what you wish for, i.e., those that what to be more independent can become so, wanting it is half the battle.
4. Stables families and safe communities create the needed environment to foster pathways to self-sufficiency.
5. We need a firm, workable definition of immediate need.
6. Belief system
7. True collaboration and participation in the process by all stakeholders is needed at all levels to make this possible.
8. In my opinion this stability does not exist.
9. Unique operating structure of Community Action
10. I believe this needs to happen, but we need more community involvement.
11. and healthier communities foster positive climates to attract economic investment
12. See above.
13. It depends.
14. Well, that is one step but it is only one step. An environment itself, without other action, does not support meaningful change
15. This could be restated another way.

SYSTEMS CAPACITY

Community Action’s Organization Performance Standards ensure local agencies have the capacity to employ high quality strategies that are efficient and effective.

Federal and State standards and performance measures support local agencies efforts to employ high quality strategies that are efficient and effective.

14. Please indicate your level of agreement with the following statement.							
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Systems capacity at the federal, state and local levels is a precursor to achievement of Community Action’s long-term goals. In other words, systems capacity is needed to assure the Network meets its long-term goals.	1	2	12	66	68	4.33	149
Comments							15
						<i>answered question</i>	149
						<i>skipped question</i>	12



Q14 Comments:

1. Local leadership and locally tailored solutions are paramount.
2. Especially in my state. We currently have no statewide data collection system. A statewide system would provide the needed capacity to meet the new reporting measures and standards.
3. Political will must be encouraged and lobbied for to ensure ending poverty and providing opportunities for employment truly exist. We still have a long way to go to reach this level of commitment on part of society to provide those opportunities.
4. There needs to be a clearer definition of systems. Standards, yes, but we need to emphasize the need for OCS Standards in dealing with states, especially states that do not support the local agencies.
5. I'm not sure what this means
6. This is critical to the survival of community action. All entities working together for a common outcome.
7. This is a critical component of the network's success.
8. Is necessary to redefine what means system capacity, and provide new ways to meet long term goals.
9. This needs to be KEPT in the national indicator...without capacity...there will be no impact on families or communities...and there MUST be investment in that capacity at the federal and state levels
10. This cannot be overlooked when making modifications to the existing NPIs
11. What systems are being talked about here? In general, perhaps, but without specifics it is hard to answer
12. Without a strong and continued commitment at the State and Federal level, it will be impossible to achieve the long-term goals of community action.
13. I would like to see more clarity on the difference between "Community Action" as a verb - the community taking action as a whole, and the activities of the Community Action Agency - which may be less ambitious. We can't do all this alone, but some of the language implies that we do.
14. I don't know what is meant by "systems capacity" even after reading the white paper. Generally I see the standards being treated as "minimum standards" therefore hoops to be jumped through. While most agencies genuinely want to be professional and highly competent organizations, the value comes from the local sense of control. While there is pride taken in meeting the standards they are seen as what is necessary to get the CSBG dollars. Ideas of quality and success are derived from attaining levels of performance set at the local level.
15. I feel this is especially true for State and Federal standards; agencies are constantly held accountable, but we see little accountability for states that do not meet expectation or needs of their agencies, and the federal level that is not responsive to the needs of the network.

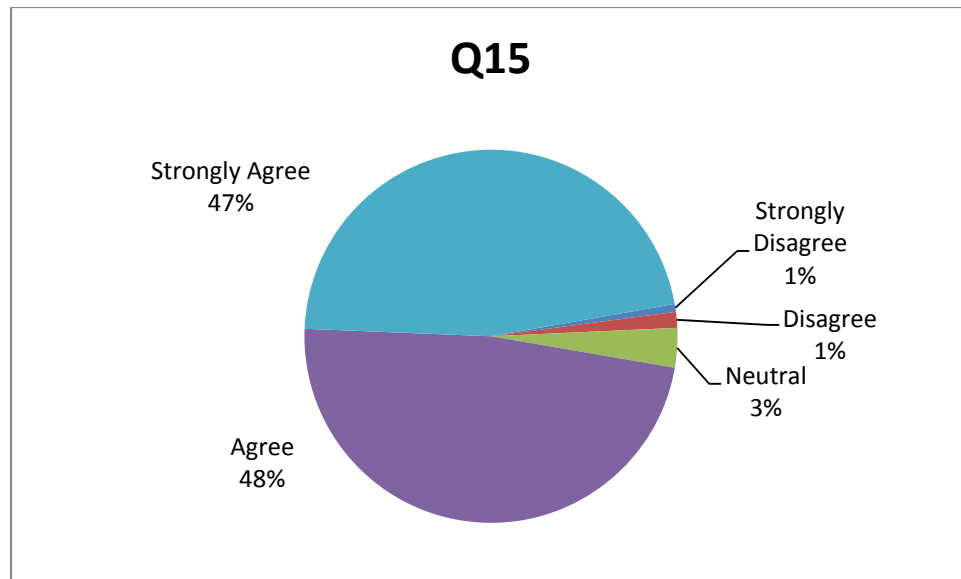
PERFORMANCE MANAGEMENT

Performance management and measurement look different at each Network level as different data is needed.

The ROMA Cycle is carried out at the local level to ensure we are addressing locally identified needs in a strategic way and to ensure we use the information we gather to improve our strategies and outcomes. The NPIs of ROMA work to show the collective impact of Community Action within specific domains.

Federal and State performance measures will ensure OCS and States are strategically addressing the needs of their direct grantees and using data to improve their outcomes.

15. Please indicate your level of agreement with the following statement.							
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
To ensure our Network provides high quality services to people and places, it is important to have standards and performance measures at the local, state and federal levels.	1	2	5	71	68	4.38	147
Comments							18
					<i>answered question</i>		147
					<i>skipped question</i>		14

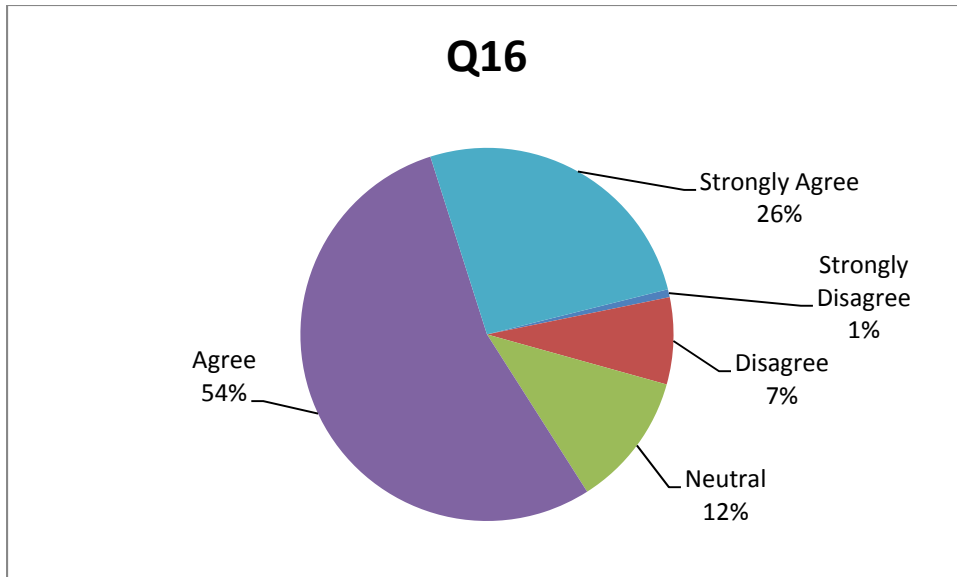


Q15 Comments:

1. It will also be necessary for CAP agencies to develop energetic, visionary leadership and partnership without with standards and data collection have no merit.
2. Yes, but the Network needs to promote via ROI success stories and data statements that success does happen and that performance successes need to be supported with additional funding and support.
3. I cannot disagree. The org. standards project is doing this.
4. There standards however need to mesh and not be too burdensome.
5. Especially at the federal level as well! This, of course, will also require adequate resources to implement and support. We cannot do more with less any more - we need to be able to maintain quality services to low-income people.
6. There must be these three levels of standards and performance measures that are compatible to ensure efficient and effective outcomes.
7. This depends on what those standards and measures are
8. The standard should be meet only at the local level.
9. It cannot work unless state, federal and local levels are all held accountable. If not, the work load will hamper the effectiveness of the local programs.
10. We need to be held accountable for the services/results provided especially utilizing the funding we do.
11. equally important to understand purpose of work
12. Only if they are feasible and funded
13. Just having standards is not the answer, it is the consistency, coordination, and ability to hold people accountable to the standards would ensure higher service quality
14. I agree with caveats. It would be unfortunate to have "elegant" measures of performance drive how Community Action works in local communities - one of the great strengths of Community Action is the ability to measure the changes being made through local investments that can look quite different from community to community.
15. IF an agency is charged with programming to meet local needs, then quality is derived by local relevance. State and federal standards are what are necessary to appease the people who make the funds available. Two entirely separate processes and goals.
16. Without raising the bar we here at the local level will not survive the pressure being put on public government agencies.
17. And that the system capacity--mentioned previously--is set up and resourced to actually use the standards in meaningful ways
18. There MUST be measures at all three levels to be successful and recognize our diverse and unique natures!

16. Please indicate your level of agreement with the following statement.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Standards and performance measures look different at each level of the Network	1	11	17	80	38	3.97	147
Comments							16
					<i>answered question</i>		147
					<i>skipped question</i>		14

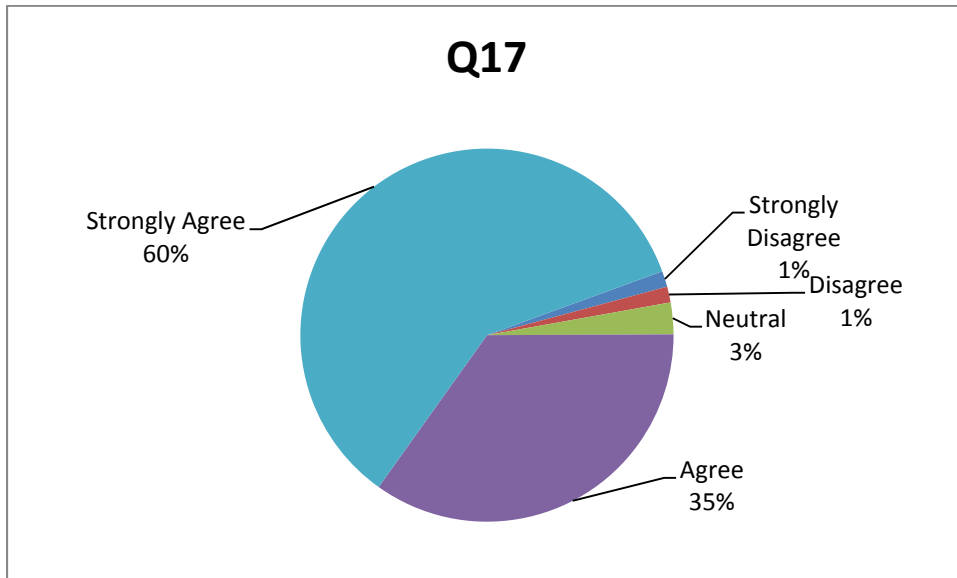


Q16 Comments:

1. Ultimately performance for CAA's is a local matter determined by and for local constituents and leaders.
2. Although I caution the planners to think about how the different standards affect each level. For example if local agencies are held to a higher performance standard than the state or federal entity then there is the potential for some pushback.
3. NPIs and basic scaling (matrix) measures are similar it is how people use them.
4. all standards and performance should be the same at every level
5. While they may look different at each level, they must be able to have community action meet ultimate outcomes.
6. Currently, this is true, but standards and performance measures should not look different. That is counter intuitive, isn't it?
7. This needs to be worded differently, does this mean at the state, local and national level?
8. These differences create confusion.
9. Although they may look different, we should all have the same standards and performance measures or at the bare minimum the Network needs to have an understanding of each level.
10. I am unsure of this.
11. Standards and performance should be uniform at each level of the Network!
12. Can you give an example of what you mean please?
13. Yes it is different and that is the challenge. How do you actually make use of them in meaningful ways if they are different at each level?
14. And they look different among agencies on the same levels: Public v. private; rural v urban; tribal v. non-tribal, etc.
15. They shouldn't. How do you reconcile, measure, and use disparate information coming from the same topic
16. Especially true for local performance measures--We need flexibility to report what is happening in relation to what our community needs, which is very different than what someone on the opposite side of the country may need.

17. Please indicate your level of agreement with the following statement.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
The Community Action Network should continue to provide multi-level services, some light (i.e. emergency food baskets, LIHEAP) and some deep (i.e. targeted case management to help families achieve self-sufficiency)	2	2	4	51	88	4.50	147
Comments							22
<i>answered question</i>							147
<i>skipped question</i>							14

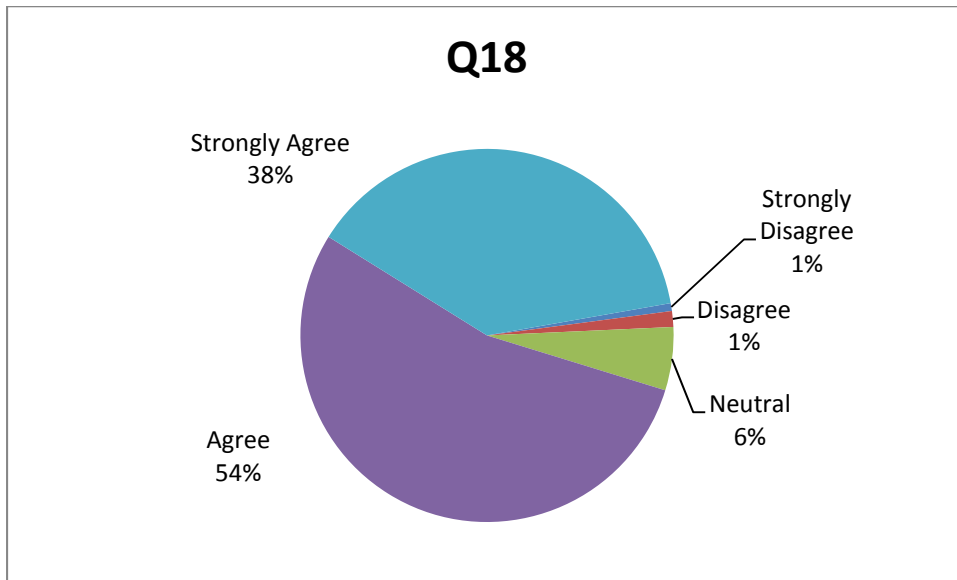


Q17 Comments:

1. I really do not like the terms light and deep for describing the interaction with agencies. I really think those terms need to change. What was wrong with Emergency Services and Case Management?
2. Yes but a self-sufficiency plan should be established for all that are willing to commit to long term goal setting. Missions demand more than handouts to merely stabilize.
3. Each individual or family is at their beginning point. We are here to help from wherever they begin.
4. It also depends on the needs of the community.
5. In rural areas there are not enough resources to focus all of our energy on 'innovative and self-sufficiency programs' to exclusion of the lighter services. Those 'lighter' services often help to stabilize the family in order to work on the bigger issues. Also, the lighter services are necessary to our low income elderly and disabled living on very limited income with no way to increase that income, changing their economic status.
6. As defined locally through assessment. Also, federal and state systems need to support integration, partnership and collaboration (i.e. LIHEAP and Head Start funding and regulations do not always support this).
7. multi-level is a new idea and "light" does not convey the right idea simple and complex single services and multiple services
8. There will always be a need to provide some light services. However, more emphasis must be placed on programs and services to help individuals and families reach a more stable level of economic security.
9. I'd prefer "deep" be renamed. Maybe light = short term and deep = long term.
10. More resources should be directed towards deep touch services, though light touch services often get the clients in the door.
11. Based upon available resources and needs
12. I like this new terminology, light vs deep touch
13. This network should provide really self-sufficiency solutions.
14. CSBG/ Community Action should continue to align and provide services based on the needs identified at the local level.
15. I agree that both should be options, but as said earlier because we work based on local need, not all will do both
16. I believe we need to be able to react to immediate needs, but also we need to plan for families' futures by assisting in accumulation of assets and education.
17. If our work is based on our needs, then the "network" shouldn't decide what services we should provide.
18. The network should be responding to local needs, whether light or deep.
19. The network should be able to fill gaps and strengthen services at whatever level is necessary in a given community based on the unique mix of local infrastructure and services available in that community.
20. Targeted case management is impossible with current funding levels for small agencies in rural and/or remote areas. However, as a goal, this is quite important.
21. We are killing our selves trying to be all things to all people. If we are going to be about emergency services let's do that. If we are going to be about long term change we need to be about that. And if we are going to be about long term change, we need to direct our efforts at systemic change, and less on family. My observation would be that both agencies and those in the state and federal infrastructure are much more comfortable with us doing the responsive work and not asking the hard questions about why we have these levels of poverty in the alleged "richest country" in the world.
22. Sometimes those light services are part of a bundled approach as well!

18. Please indicate your level of agreement with the following statement.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count	
It is important to know how many of families receiving light touch services (i.e. emergency food baskets, LIHEAP) had their needs met	1	2	8	80	56	4.28	147	
Comments							21	
							<i>answered question</i>	147
							<i>skipped question</i>	14

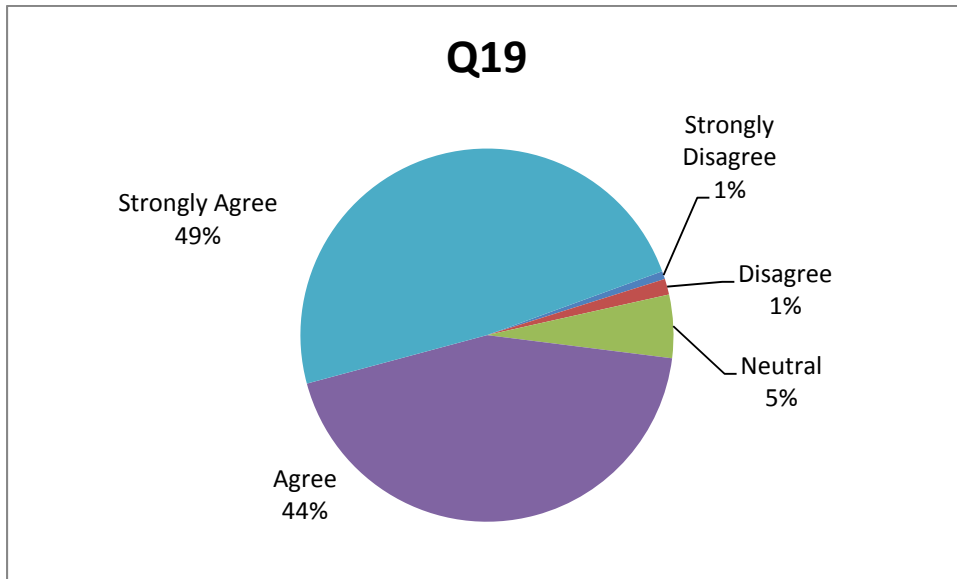


Q18 Comments:

1. it is not exactly cost effective or feasible to document this; I am fine with proxy outcomes for light touch services as long as they are noted as such
2. Only objection to this is the term 'light touch'.
3. This is difficult to measure as those receiving light touch services may never return. It is difficult to determine if ALL their needs were met as the agency may only be able to meet one or two.
4. Baselines are good.
5. Our Congressional leaders want to know this!
6. will assist with the establishment of data points
7. This will be difficult with transportation programs, where it is not feasible to capture client demographics.
8. The biggest question is how to determine that
9. Why are these light touch? It is the time needed to provide them? The effect or result of a 10 minute conversation and referral to a mental health provider can be profound
10. In almost all cases families receiving light touch services will only have their needs met on a very temporary basis. There are exceptions, of course, but most light touch services do not cause long term change in a family's situation.
11. This is where tracking and follow-up are most important. This also assists with helping families move forward.
12. Though light touch services do not necessarily result in an outcome, they are still necessary to help define community and individual needs, and plan programs and services to eliminate the need for light touch services.
13. This is not really important, we continue counting how dependable are our clientele, but not how independent they could be.
14. All results are important
15. For that day--limited funding prevent further follow-up
16. Well if you give them the service they request, can we not assume their need was met? Or are you asking if they had additional needs to the one they received?
17. It may have met one of their needs, how do you make sure their comprehensive needs are addressed
18. How do we determine this? Just the immediate need?
19. There is a balance here between data collection and service delivery. There should be limited data collection for light touch services so energy and resources can be focused on the services themselves. It is also the case that many light touch services may meet a specific need without addressing the full range of needs impeding the family's movement toward self-sufficiency. That does not mean that the light touch services are not of value or that progress can be made without those services having been provided.
20. Elementary. Drives me crazy that agencies don't do it and is indicative of the problem in Q. 17 that they don't.
21. It is just as important not to simply say--this is a light touch service so we don't expect that person/family to move toward self-sufficiency. All services and programs must have an education/goal aspect to them no matter what the presenting symptom

19. Please indicate your level of agreement with the following statement.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
It is important to know how many of those receiving light touch services (i.e. emergency food baskets, LIHEAP) move on to receive additional services or deep services (i.e. targeted case management to help families achieve self-sufficiency)	1	2	9	64	71	4.37	147
Comments							24
						<i>answered question</i>	147
						<i>skipped question</i>	14



Q19 Comments:

1. Leadership, innovation, passion, and partnerships are vital. Lasting transformation will be in direct proportion to the involvement of our constituents in their own wellbeing.
2. Again, only objection is use of terms 'light touch' and 'deep services'.
3. Must know who really moves to greater self-sufficiency. Even if 25%-30% move to true stability and don't really need you any more, that number represents a tremendous success. ROI on that percent is very high.
4. It would be difficult to measure effectiveness without this knowledge.
5. This will be difficult with transportation programs, where it is not feasible to capture client demographics.
6. I agree but have concerns about how to track this information accurately with the current system we are using
7. Instead of light touch, how about low salience or single service Casey described one versus multiple services
8. Given the large numbers receiving light touch services and the comparatively very small numbers receiving in depth case management this information would not in my opinion be useful. The majority of light touch recipients do not seem motivated to work towards long term change in neither situation and are content if their immediate emergency is handled. Working towards self-sufficiency requires a very large commitment by the family and most customers at our agency don't want (or think they need) to make that commitment.
9. The plan/goal setting and strategies for meeting these goals is very important to helping families determine what are the next "best steps" for them to move forward to greater stability.
10. Outcome tracking is critical.
11. And how many people receiving targeted case management are referred light touch services
12. This is not important, because this continue the cycle of dependence.
13. This information would be beneficial. If select agencies in the network have the ability to track and inform evidence-based practices that may be good. This is a very tall order in my opinion, will pose challenges to many agencies and may have a negative impact on reporting/ tracking efforts.
14. Yes CAPs client tracking systems must have the capacity to capture and document progress!
15. Please note, without adequate funding, it is NOT possible to manage light touch services effectively. These services provide little or NO admin funds. If you want us to follow up, provide the funds to do so.
16. ????
17. Contradicting this belief is the difficulty of measurement and systems that take minimal time, so that we continue to devote the majority of our service time to serving people versus tracking data.
18. Part of the answer, but if you don't know why they did or didn't what does it tell you
19. It would be nice to know but tracking is a real issue.
20. Or, perhaps another way to look at this is that it is important to collect information on the full array of services provided to those families that receive deep services. The collection approach is different depending on where the process starts.
21. This is extremely important and funds need to be available to support the human resources and infrastructure needed to track these outcomes.
22. Sometimes light services are what get people in the door--Let's recognize that!!
23. I would say it is "good" to know; we know there is considerable overlap w/ those receiving energy assistance for example, as well as broader case management type supported services.
24. the terminology " light touch & deep" implied as the type of services received... read as being negative... call the service what it is and indicate whether or not the level of service are commodities related or socially related intervention.

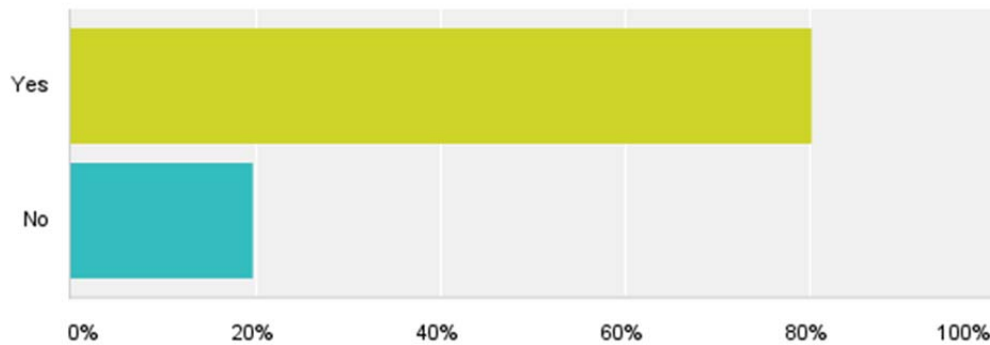
Data from the CSBG Information Systems (IS) Survey, which includes the National Performance Indicators (NPIs) of ROMA, shows a large percentage of outcomes relate to obtaining a needed service.

EXAMPLES: Obtained food assistance (NPI 1.2I), Obtained non-emergency LIHEAP (NPI 1.2J), Obtained non-emergency weatherization energy assistance (NPI1.2K), and Obtained other non-emergency energy assistance (NPI 1.2L).

20. Should these be relabeled as services counts?		
Answer Options	Response Percent	Response Count
Yes	80.3%	118
No	19.7%	29
<i>answered question</i>		147
<i>skipped question</i>		14

Q20 Should these be relabeled as services counts?

Answered: 147 Skipped: 14



21. Why not?	
Answer Options	Response Count
	27
<i>answered question</i>	27
<i>skipped question</i>	134

Q21 Responses:

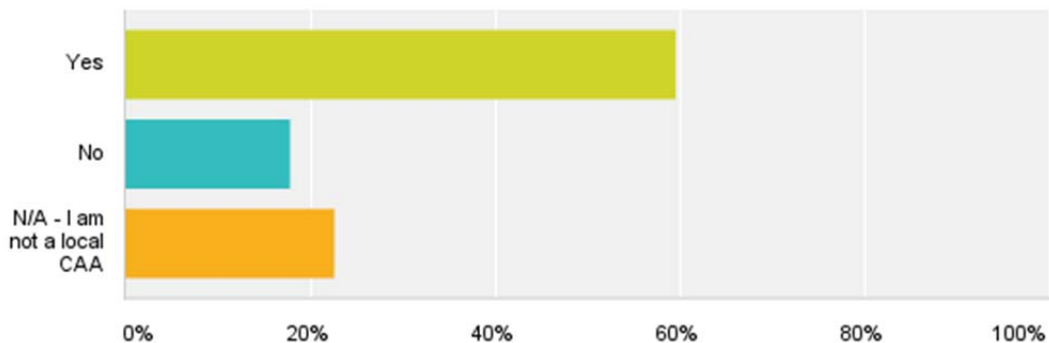
1. Because they all actually produce real outcomes. What we need to do is re-label them as the outcomes they actually produce (e.g., alleviated hunger / malnutrition; enabled households to stay warm; increased energy efficiency / reduced energy costs), not change them to service counts.
2. In some environments it is more than just a count, additional services are provided
3. Because each service may have its own discreet value.
4. ROMA currently tracks outcomes of which provision of services is a part. Our state's current electronic system could require modification to accommodate a difference in labeling if a service counts approach is adopted.
5. This would not distinguish between service and local communities needs as addresses on the Needs Assessment.
6. Unnecessary change.
7. We are often criticized for doing 'emergency services'...some have the impression it is a short term fix. Being able to report non-emergency services can be very impactful. i.e.: Non-emergency Weatherization has many positive 'outcomes', such as keeping low income families, seniors and disabled in a safer and more affordable home, improving their quality of life. Non-emergency services are often beneficial helping to reduce obstacles working toward the longer term need.
8. We can see which specific service the client received
9. Outcomes under NPI 1.2 should not be reclassified as services for two reasons. First, to reclassify them would misrepresent how integral they are in moving families towards economic independence. The 1.2 outcomes are specifically related to job or education acquisition. They are used to enhance family stability for the purpose of supporting the clients' efforts to meet their self-sufficiency goals. If agencies use this category merely to provide a service to address a short term need they are misusing it. Second and more importantly, many of the 1.2 outcomes are actual achievements that families make on their journey towards self-sufficiency. They are not necessarily provided by CSBG funds and may be acquired from outside resources by the client and/or case manager working in partnership. They should not be relabeled as services since that fails to adequately express their role as steps on the ladder towards independence
10. There needs to be a much clearer definition of "light" services. Or maybe I am misunderstanding non-emergency weatherization energy assistance. Weatherization is in many cases a huge undertaking and could easily involve bundled services.
11. Because this is not really important to reach self-sufficiency.
12. I believe that being weatherized is not the same as receiving a food basket. It is a long term solution
13. Because WAP is different than the other services included in this question. WAP uses standards that measure quality and outcomes. The other programs count service units. REMOVE WAP FROM THIS LIST AND MY ANSWER CHANGES.
14. It is stronger to provide how many families/ individuals were impacted by a particular service. The network should position ourselves to answer how many services were provided and to how many people/ families were impacted? 5,000 services being provided only tells some of the story and can be misrepresentative to stakeholders on the # of persons impacted
15. I think it will lead to future confusion on reporting.
16. If a person receives emergency food, then that need has been met.
17. Not sure what the difference would be/indicate.
18. Seem to be mostly proxy outcomes by which one takes the output as the outcome because it is not easily measured on an individual basis, but can be backed up by research and studies.
19. Each number represents a different service.
20. Important information would be lost by not at least maintaining broad categories: food assistance, utility assistance, housing improvements, energy reduction, homeownership, early education, youth services, senior assistance etc.
21. This would not allow for details of what services were provided.

22. There is a big difference between receiving food support and LIHEAP. It is better to differentiate between services to have a better sense of what services were provided.
23. Only if they can then be linked to the appropriate outcome - these are still areas where families are stabilized and then prepared to meet longer term goals of self-sufficiency.
24. Why make it more complicated??
25. They are still short-term outcomes. The recipient's circumstances are measurably improved by the service accessed. A simple service count would not measure whether a person is better off because of the service, but only whether they received it. A better distinction would be between short-term outcomes and long-term outcomes.
26. When our goal is to help move people toward self-sufficiency, we should always be people focused.
27. Those services are just as important because sometimes the case manager can issue a light service and help a family until a heavy service is available or issued

22. The ROMA Implementation Survey revealed that 78% of CAAs can provide an unduplicated count of individuals served. Is this true of your CAA?		
Answer Options	Response Percent	Response Count
Yes	59.6%	87
No	17.8%	26
N/A - I am not a local CAA	22.6%	33
<i>answered question</i>		146
<i>skipped question</i>		15

Q22 The ROMA Implementation Survey revealed that 78% of CAAs can provide an unduplicated count of individuals served. Is this true of your CAA?

Answered: 146 Skipped: 15



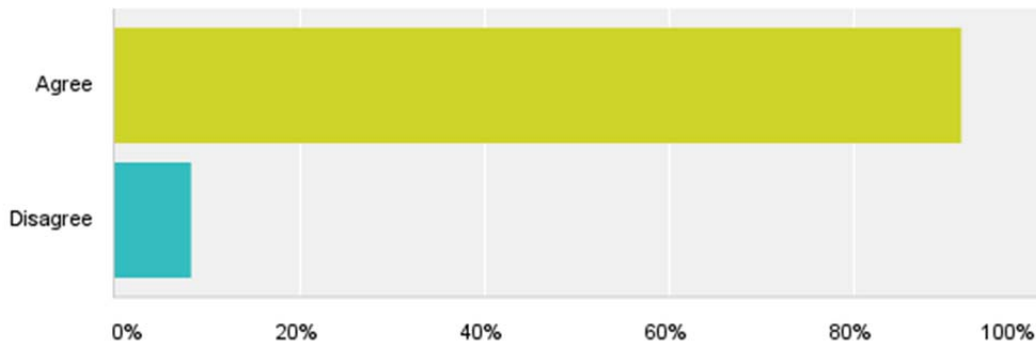
LONG-TERM GOAL: Family Self-sufficiency

Note: Recognizing these outcomes occur along a continuum and vary based on a family or community's need for strategies that require a light or deep touch.

23. Do you agree or disagree that Community Action should recognize family self-sufficiency as a long-term goal?		
Answer Options	Response Percent	Response Count
Agree	91.7%	133
Disagree	8.3%	12
<i>answered question</i>		145
<i>skipped question</i>		16

Q23 Do you agree or disagree that Community Action should recognize family self-sufficiency as a long-term goal?

Answered: 145 Skipped: 16



24. Why do you disagree?	
Answer Options	Response Count
	12
<i>answered question</i>	12
<i>skipped question</i>	149

Q24 Responses:

1. I think it should be more of an intermediate goal. It is very hard to define self-sufficiency because it is case by case based on the goals, resources and needs of the family. It might help if we were to define "long-term" in terms of self-sufficiency.
2. The definition of self-sufficiency tends to vary depending on who you are talking to. Self-sufficiency defined as one moving off of all services is a difficult one to track as once families are stabilized we lose touch with them. The expense to follow-up over time is costly not only financially but we do not have the staff capacity to do this well.
3. It is one goal but it is only one goal among many. Use the statute to justify what needs to be done locally. Most CAA's will NOT be able to show that their activity moves MOST of the people they work with toward self-sufficiency. Most CAA's are in the anti-destitution business not the anti-poverty business
4. Family stability and not self sufficiency
5. Some families will achieve self-sufficiency and that is appropriate. Some families never will. Many senior citizens and disabled need assistance now and forever. That is a fact. Self-sufficiency is a wonderful goal for some, but not all.
6. Family stabilization is more appropriate--Ranchers/farmers receive subsidies, military families are paid using tax payers money as well as police firemen etc. Who is really self-sufficient in the country? Receiving no tax payer funds--utility companies- (LIEAP) Grocery stores (SNAP) landlords (HUD vouchers) etc. etc.
7. It is a goal for many families -- but not all.
8. lack of definition of term; does not promote systems change; promotes perception of individual's poor choices; creates working poor class
9. it is not feasible in our state to talk about real self-sufficiency
10. Self Sufficiency is a false measure and culturally bound. "Self Sufficiency" is a product of a web of family, community and bureaucratic relationships that are invisible to those "succeeding" and denied to those who are "failing" in our society. I can abide by "economic stability" but self-sufficiency is a lie. Besides, there is no way to objectively measure self-sufficiency.
11. to be judged by that goal is unreasonable
12. Each population type is differs, some will never have the environment necessary to succeed.

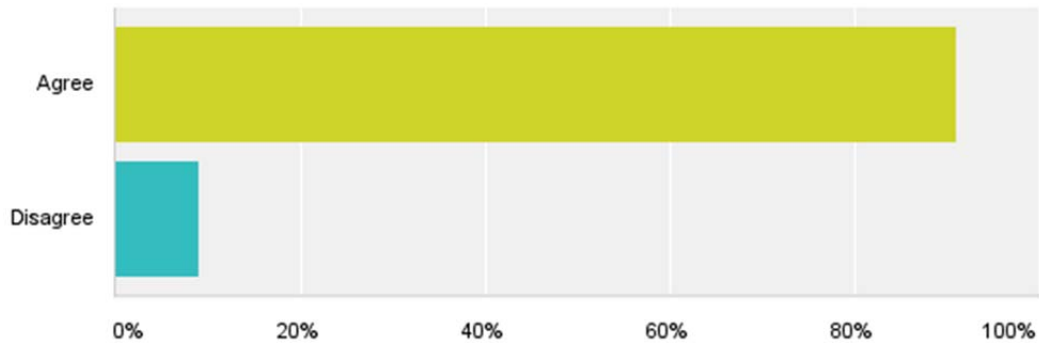
LONG-TERM GOAL: Revitalized Communities

Note: Recognizing these outcomes occur along a continuum and vary based on a family or community’s need for strategies that require a light or deep touch.

25. Do you agree or disagree that Community Action should recognize revitalized communities as a long-term goal?		
Answer Options	Response Percent	Response Count
Agree	91.0%	132
Disagree	9.0%	13
<i>answered question</i>		145
<i>skipped question</i>		16

Q25 Do you agree or disagree that Community Action should recognize revitalized communities as a long-term goal?

Answered: 145 Skipped: 16



26. Why do you disagree?	
Answer Options	Response Count
	13
<i>answered question</i>	13
<i>skipped question</i>	148

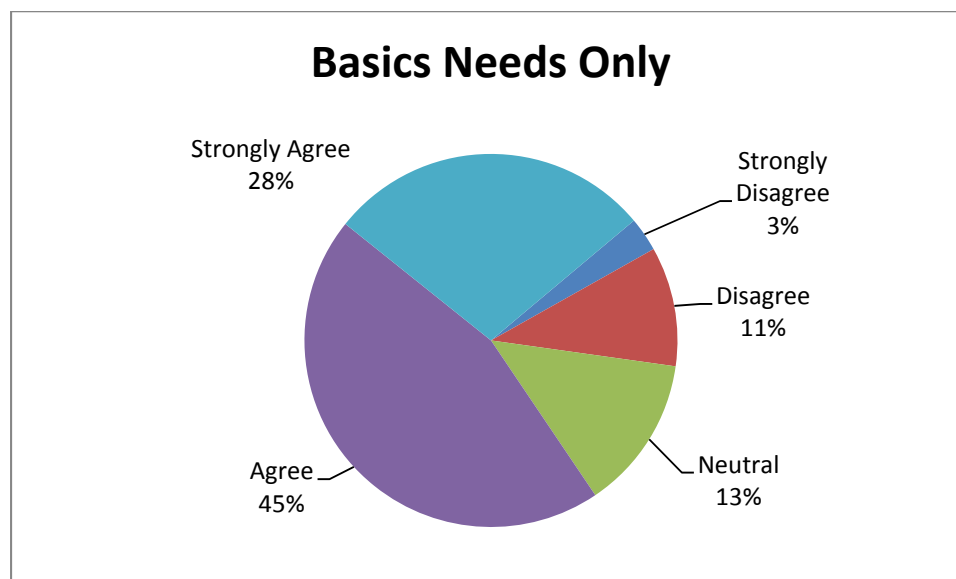
Q26 Responses:

1. I agree with the vision, but if it is a long-term goal, it needs to be recognized that its achievement may often be out of the control of CAAs in the broader context in which they operate
2. There is nowhere near enough funding to neither achieve this goal nor make a dent toward this goal. It is rather duplicative of CDBG funding goals.
3. We don't have control of this fact. This is not important to reach self-sufficiency and break down the cycle of poverty.
4. Community revitalization is a specific condition that implies a community is depressed; this term is also limited by its association with business development activities.
5. Focus is on family units - That may lead to community changes or community changes may lead to assist family self-sufficiency, but community change is difficult to measure
6. I don't know how you measure this result. It would need to be clearly defined.
7. There is so much involved in this; defining community to measuring revitalization goals, that it could be self-defeating and definitely is a long-term goal.
8. We can only promote so much in communities. We cannot control all community development. Even our community development corporations can't control community development. Community action cannot be all things to all people of communities.
9. Too many other variables
10. Based on budget cuts and other decreased funding it seems this may add additional costs to an already strained network. The economic independence of an individual is the ultimate goal. Although the network should be a partner in the community obtaining resources to improve conditions and create economic growth, I am not sure the CSBG funds should be a large contributor.
11. A revitalized community is 1) difficult to measure; and 2) does not always pertain to the work of a specific CAP. Revitalizing a community is a very broad statement - I have no idea how you'd quantify it in a way that is meaningful to all CAPs
12. The Scope of Community Action should not be so broad. CDBG and other community development funding sources are a better fit to meet this goal.
13. I don't think it's a realistic goal with the amount of funding. I don't think CSBG should be expected to improve self-sufficiency and revitalize the community - it's too much to expect with the amount of funding.

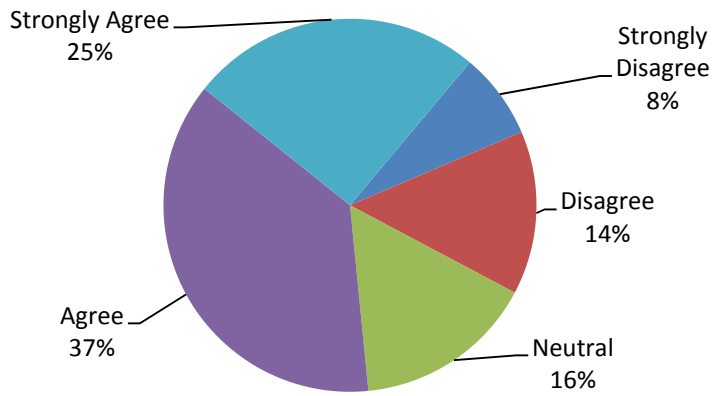
Section #2: MEASURING FAMILY SELF-SUFFICIENCY IN COMMUNITY ACTION

27. Please indicate your level of agreement with the following potential definitions for measuring family self-sufficiency.

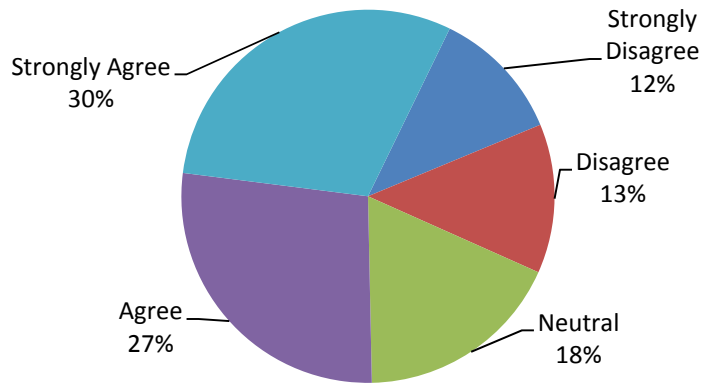
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
The ability to meet family basic needs. Basic needs include: housing, utilities/telephone, childcare, food, transportation, health care, clothing and household items, and taxes (minus federal and state tax credits).	4	14	18	61	39	3.86	136
The ability to meet family basic needs without public or private assistance.	11	19	21	50	34	3.57	135
The ability to meet family basic needs without public or private assistance, and to have sufficient discretionary income for savings and emergency expenses	17	18	25	38	42	3.50	140
<i>answered question</i>							142
<i>skipped question</i>							19



Basics Needs without Assistance



Basics Needs with Savings



28. Please enter any additional comments or thoughts on the above definitions here.

Answer Options	Response Count
	46
<i>answered question</i>	46
<i>skipped question</i>	115

Q28 Responses:

1. Agree with the definition including discretionary income, but not with the "without public or private assistance" clause, since we all receive some type of assistance, such as income tax credits and deductions, subsidized public services, etc.
2. Nos 1 and 3 should be combined.
3. Simply there are income transfer programs at all levels that assist families in meeting their definition of basic needs - college subsidies, federal mortgages, healthcare for our parents, etc
4. Will require time and the investment of our target families in their own self-determination.
5. In many areas there are not jobs providing a wage adequate enough to be self-sufficient without public assistance/subsidies for childcare, housing, and food. While it might not be the most secure situation; it is still self-sufficient.
6. Use of a self-sufficiency income standard determined based on the cost of living in a given area is easier to know, collect and report and can serve as an input to goal-setting for an individual or family during case management.
7. The key is that low-income people become MORE self-sufficient by accessing a variety of services and resources (some multiple times) on their way to self-sufficiency which includes the above states.
8. I strongly disagree with the last statement. Many middle class individuals or higher incomes cannot meet that threshold.
9. If CA is measured on getting people out of poverty, then the emphasis should be on not needing public or private assistance. But asset development should be encouraged to develop resources beyond that level.
10. In my experience, public assistance is needed for quite a while before true self sufficiency is met. If you check the Section 8 or public housing units by HUD, people are in them for many years. Child Care subsidies take a few years before a family can come off. Please be realistic about time it takes to become self sufficient!!!!
11. The last two options are for a perfect environment. If we had the ability to track these, the numbers would be very small in comparison to all we do. To try to show all of those families that we have impacted to the point of living without public assistance and increased income to the point of savings is overwhelming.
12. Funding and CAA's are limited on the help they can provide.
13. Ronald Reagan and Newt Gingrich and Dick Cheney would love your help in reducing the number who received cash assistance. That is not a primary measure of our success. What is "public assistance?" Pell grants? Social Security? Mortgage Interest Deduction" If you mean only TANF and Food Stamps and SSI, that is a class bias against assistance for low-income people and in favor of cash assistance for the middle class. Some anti-poverty warriors you are! This builds in a bias against working with people who are on TANF, or who can never get off of SSI. CAA's will be creaming, which we have criticized DOL for doing for 40 years.
14. Whatever definition we use, it should realistically reflect the real world. Most families who are not now and probably never will be CAA clients do not have discretionary income sufficient to cover savings and emergencies, yet for year after year they manage to meet essential household needs. The reality of the world we live in is that most families manage somehow despite economic challenges. That is self-sufficiency in our world.
15. The third statement is the ultimate goal, but is difficult for many families to achieve.
16. the self-sufficiency concept should reflect researched based definition from the University of Washington, Wider Opportunity for Women and assets and Opportunity Network
17. I don't think any one of the three fully captures the definition of family self-sufficiency; the 1st one doesn't speak to not using public assistance; the second two don't speak to transportation, safe & affordable housing, health insurance, access to an adequate food supply, etc. Perhaps the addition of "ability to adhere to a spending plan," and "educational attainment," and "developing personal goals for the future" would further define the concept and be more exhaustive. Also, a living wage is not addressed in the above definitions.

18. The second option is the true definition of FSS. Although the 3 option would be nice to see but this would require a lot of time in getting the family out of crisis to the point of a savings account. As a case manager to me this means fewer people getting served due to the length of time I would have to spend with a family.
19. All three are possible definitions depending on a family's circumstances. All three could be successes. Of course, the last definition would be the ideal although I believe would be the most difficult for low income families to obtain.
20. All these capacities only maintain the cycle of poverty.
21. I think it is unfair to define it in terms of public assistance. For example, if this is the definition, how do you get around Social Security? I would say that is a form of public assistance and I don't think it is right to pick and choose what forms of public assistance are acceptable which is what we believe would be done by using this as the definition. I think the network needs to be very careful in defining self-sufficiency with only middle class Anglo-Saxon values. We contend that by the above definitions, none of us is truly self-sufficient but instead some of us just access public assistance that is more socially acceptable.
22. In the current economy, it is difficult for working class and middle class families to have discretionary income for savings and emergency expenses although this would be the ultimate goal.
23. Again, we are defining self-sufficiency. These definitions may not be those of the customers we serve. If a definition is decided, CAA should be able to work within the parameters of the definition or be allowed to work with customers who do not believe they fit in the identified definition. Of course, well documented justification would be required.
24. Public entities should not have as a goal the washing of their hands of any responsibility to the needy. Some folks need public support to be self-sufficient, SSI, Disability Assistance, Medicare, Medicaid and Social Security, to name a few.
25. It is important that the network also have a measure for those that may be unable to work (i.e. seniors and disabled). The network should consider a family stabilization measure for these populations which omits "without" public or private assistance. The last would be challenging to measure and is a very tall order.
26. Self-sufficient...vs. moving to economic security...larger asset development issues in this.
27. Some members of the vulnerable population will never be able to survive without public assistance. If there was a separate definition, but then need to establish criteria for vulnerable populations (once on SSDI)...
28. The reality of rural Minnesota dictates that some families working at minimum wage jobs may never be able to meet their needs without some type of assistance.
29. Some people on SSI/SSDI can reach their potential self-sufficiency. They will still be receiving support.
30. Sometimes using public assistance is the only way a family can become self-sufficient.
31. My thinking is that self-sufficiency should be a first step on the long road to "stability" for families which suggest that families are functioning independently of public assistance and are able to sustain themselves for the long haul.
32. It would be difficult to use the last definition - there are many living above poverty who still cannot save.
33. Basic needs are one step in the path but are not self-sufficiency.
34. We should be very careful of how we word things. We do not have control over local economies, the minimum wage, cost of goods, and so forth. If we are going to be evaluated, we should only be evaluated on the variables that we can control. Many variables impact the ability to have sufficient income for discretionary income and savings - many that are out of our control. We could set ourselves up for failure by being so prescriptive.
35. The bigger problem is how you measure any of these. We do not have the ability to track a family long enough to know this for the majority of our clients.
36. It is important that the system not be designed to create an unintended consequence of moving away from serving families that may have long-term subsidies if needed. Each of these approaches may be appropriate for different families with different needs. I would also add that when considering self-sufficiency, savings and other financial assets are not discretionary and would prefer to see another term used.
37. I agree with all three definitions being used as a continuum of self-sufficiency. Why do we have to choose one over either of the others? The goal of self-sufficiency independent of outside assistance is not an achievable goal in some communities where the vast majority of jobs do not provide for self-sufficient

earning potential. Community Action must acknowledge that in today's business environment, where labor costs must be kept low to insure "low-low prices" for consumers, a large number, if not a majority, of the poor in some areas are working poor. Even well-educated, skilled individuals in these areas may be earning below the federal poverty level, or at least within the low-income definitions of many programs.

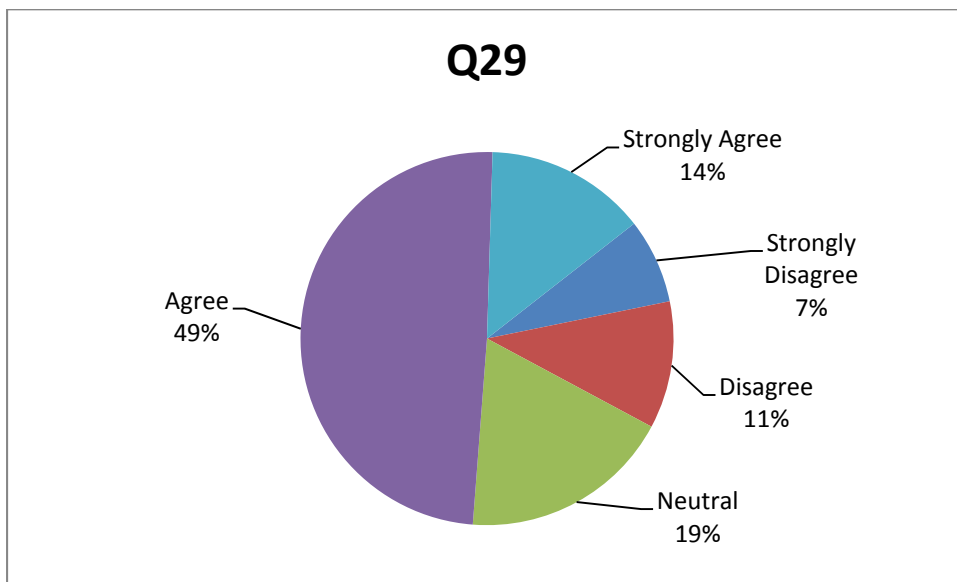
38. Again, if there is measuring of family self-sufficiency to determine outcomes, there must be funding available to support this.
39. Again, this is a culturally bound concept and is predicated on a whole web of family, community and political relationships. There is no way to objectively measure this other than by defining what not self-sufficiency is.
40. Conditions from region to region are so different. the states of the northeast vs. the south for example particularly due to transportation cost impact clients ability to access and achieve.
41. I fear we may set ourselves up to fail if we only recognize self-sufficiency as meeting needs without public resources--A number of the individuals we serve are people with disabilities and senior citizens, who will not reach this type of self-sufficiency.
42. Just meeting basic needs and become ineligible for public and private assistance will not achieve true economic stability, Accumulating assets and savings to prepare for emergencies and the future has a stronger possibility of a family/individual achieving true self-sufficiency.
43. I believe self-sufficiency occurs over a continuum - from being reliant on many benefits (perhaps starting on being totally reliant on TANF and related benefits, to then having a job but still needing SNAP, child care assistance, and perhaps even Section 8 rental assistance. Such a family may then have gains in income and they are able to go off most all benefits except for SNAP, to then finally being totally self-sufficient and not receiving any services, not even free & reduced school meals.
44. Many middle income Americans couldn't meet definition 3...with savings and emergency expenses.
45. Assist and make referrals to other agencies that can aid the family as they move towards self-sufficiency and stability based upon the scale and their bench mark progression.
46. full-time employment longer than 90 days; above minimum wage, as well as safe and affordable housing of choice, reliable & stable transportation

29. Do you agree or disagree that the below proposed measure is appropriate for measuring family self-sufficiency?

Outcome One: People with low incomes increase family income as they move out of poverty. Measured as the number of families who move from below 125% FPG to above 125% FPG

These families' movement toward self-sufficiency is measured by their family income. This provides a clear data point for the number of people we are moving out of poverty.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count	
	10	15	25	68	19	3.52	137	
Comments								50
							<i>answered question</i>	137
							<i>skipped question</i>	24



Q29 Comments:

1. Agree, with the caveat that if they fall off the "benefit cliff" due to their increased income, then they may be moving away from, not toward self-sufficiency.
2. May be an additional burden on the agency's capacity to track this data.
3. more specifics on the level of income
4. depends how we define family and what we count as income....movement out of poverty cannot just be measured by money, but is clearly one indicator - also needs to be adjusted by geography or cost of living indicators
5. Income is not the only criteria or goal to move people out of poverty. Life skills are fundamental.
6. Not every family is going to be self-sufficient at the 125% FPG; we may need to stay involved beyond that point; eligibility level for long term interventions should be more flexible
7. The FPG is inherently flawed. This might be more acceptable if the FPG was a better, more realistic measure of poverty across the country.
8. This is actually a measure of the number of families that are becoming ineligible for CSBG-funded services. They remain in poverty until they have at least reached an income level considered to be self-sufficient for their geographic area.
9. As long as self-sufficiency requires incomes at or above 200% of FPG while CSBG-eligible entities are restricted to serving those below 125%, we will fail to document those who become self-sufficient.
10. I like this one.
11. The only way to measure this would be to count the number of people who are exited from the family self-sufficiency program because their income exceeds the 125%. So it would be prudent not to ask the final FPG...just that it exceeds 125%.
12. Again, if measure to indicate getting above poverty when in fact more resources should be developed to be 200% or better.
13. Too many variables!
14. I agree, however tracking this outcome at this time is difficult, we are purchasing a new database to help with this process. The cost of purchasing a statewide database to replace what we are currently using is exorbitant. Having the necessary tools to tell our story is burdensome.
15. As a data point it is fine, measure every 25% increment up to BEST etc. As the target is falls short, since 125% is not enough to live on in most places. About 1/3 of the women kicked off TANF has simply disappeared -- nobody know what their income is.
16. It would be clear and unambiguous.
17. However, 125% is still an impoverished state.
18. An increase in income does not address existing r challenges like debt The Fed Poverty Level is not indexed to geographical cost differences and is therefore not a good indicator
19. Nobody would be self-sufficient living at 126% FPG. A living wage standard should be considered.
20. Self-sufficiency does not always mean increased income. It may also be changing of a lifestyle to better utilize existing resources.
21. Need to differentiate between senior families and other.
22. This effort really does not determine that people moves out of poverty.
23. The threshold is too low
24. Is moving from 124% of FPG to 126% of FPG really attaining self-sufficiency? The movement should be measured, but crossing a line - not so much.
25. Believe the measure should also include those moving from under 100% to over 100%. The definitions presented in item 26 would be a stronger measure, but income based would be easier
26. It may be costly to continue monitoring families into the future with lower funding levels.

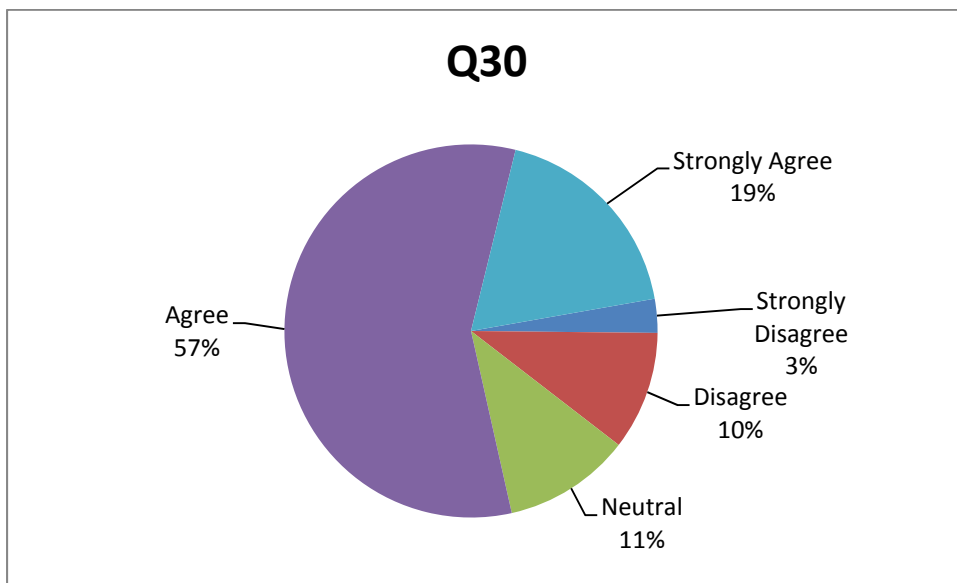
27. That income increase alone will not move people out of poverty instead; make them a little more comfortable.
28. I think that earned income should be the measure for workable families, however if we assume the EITC exist it may be the cause to move one from poverty so should be included. I think we should consider distinguishing workable v non workable population for measure purposes
29. Should still incorporate an income scale as just getting above 125% FPL does not indicate the family is making a "living wage".
30. An increase by 1 percentage point can put them over income eligibility....doesn't mean they are self-sufficient.
31. Just not sure if this is a good measure to use for all families?
32. Expenses have to be considered as well.
33. This should be connected to the local cost of living.
34. Income alone is not an indicator of self-sufficiency. Staff mentioned the need for credit and/or budget counseling to adequately equip the individual with necessary skills to manage the increase of income. Also, the benchmark of 125% is a poverty measurement not a self-sufficiency measurement.
35. It is very hard for families to increase income. Jobs are scarce, part time, seasonal, low paying.
36. People may still be in poverty if their income is above 125%. It may be a temporary income increase. They may not have assets or a safety net which means they are only one crisis away from severe poverty again.
37. Funding available
38. More money is only one aspect--it does not tell you if they can budget, provide education, save, change credit etc.
39. Again, we cannot control minimum wage or industry/regional wages. Nor can we control how FPL is measured (sure, we know what it is now, but might it change?). Without control over these things, we should not include them as variables on which we should be measured. Perhaps: "The number of low-income people whose income has increased and sustained that increase for XX (timeframe)."
40. But hard to measure - how long does this take? Are they still within the CAP umbrella so that we'd know?
41. Why is 125% a magic number?
42. Income may be increasing through an increased reliance on subsidies (data from work with homeless families in our community show that they are frequently not utilizing subsidies for which they are eligible). While accessing such benefits to stabilize a given family may have very positive impact, I would question whether it truly constitutes movement out of poverty when many such benefits are time-limited.
43. It may not be possible in some areas to move people out of poverty, given that even someone who is fully employed may not earn more than 125% of FPG. I would prefer a measure of improvement in family income. This could still capture those who make it above the poverty line, but would not penalize Community Action if families were doing better, but still below poverty.
44. This must be viewed over time to determine if it is a sustainable measure.
45. FPG have no relationship to what it takes to be stable or thriving in our society
46. Simply measuring income does not tell you if the person/family has acquired the skills to effectively manage that new income in order to further their path toward true self-sufficiency
47. 125% is still too low for our area of the country.
48. I want to stress that although I do feel that this is a measure of self-sufficiency, it should NOT be the ONLY measure of self-sufficiency. Self-sufficiency may look different in different household structures, parts of the country, etc.
49. 125 percent is nowhere near self-sufficient. WAY too low.
50. It is not necessarily a "clear" data point. Primarily because an increase in income is not the only determinant to reaching self-sufficiency. It is a plus but not clear.

30. Do you agree or disagree that the below proposed measure is appropriate for measuring family self-sufficiency?

Outcome Two: People with low incomes decrease reliance on cash assistance or public benefits. Measured as the number of families who move to “Employment Only” or “Employment & Other” from any other income source category

These families would be moving towards self-sufficiency as measured by obtaining of a job and decreasing reliance on public assistance.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count	
	4	14	15	79	25	3.78	137	
Comments							37	
							<i>answered question</i>	137
							<i>skipped question</i>	24



Q30 Comments:

1. Same as above
2. The language public benefits should not be included in this proposed outcome because some public benefits are not means tested.
3. Question does not clarify whether or not self-employment or on-the-job training stipends are considered applicable employment.
4. household income does not always increase in these cases - could be a loss of state assistance or unemployment benefits, to a part time employment only, so this would not measure progress
5. A career focus should be introduced, along with a commitment to life-long learning.
6. Employment does not equal self-sufficiency and many still must rely on public assistance to meet basic needs

7. What about low, fixed-income elderly or disabled?
8. Not sure how easily this can be tracked over time.
9. As long as this decreased reliance is due to increased stability and not due to reduced accessibility of supportive services. Also, what is "other" if not SNAP, SSI, TANF, etc.?
10. A family's loss of benefits could make the family more unstable. For states with very low eligibility limits a small wage increase can eliminate the family from service. They are not stable; they are worse off than when they had benefits.
11. Employment and Other can be more than just moving from only employment. There may be other permanent sources of income that the family already has and they are still not self-sufficient.
12. Time frames are critical. This is not a short term proposition!
13. You have too many ideas mixed in here. Separate them out. What is the difference between cash assistance and public benefits? What is extended unemployment insurance?
14. If you are surviving solely on employment income you are as self-sufficient as most people get in this world.
15. Sometimes accessing assistance moves families to stability.
16. This is an excellent measure.
17. Again - are we taking seniors into account? They are a family unit.
18. This is the only standard that moves people to self-sufficiency.
19. This better measures the movement toward the goal of employment versus the sudden cutoff of assistance that may halt the progress being made.
20. Measure as stated should be number of families who move from receiving cash assistance or public benefits to no longer receiving them; or the # of people who reduce the amount of cash assistance or public benefits they receive. Reduction in public assistance might be connected to ROI in the future. People with low-income become employed or better employed could be an outcome measuring family self-sufficiency - measured by those that go from unemployed to employed, increase wages and or obtain benefits
21. Again, it might not lead them out of poverty
22. How does this affect families with SSI or SSA?
23. only if employment is long term
24. this would be taking into account local cost of living....need for subsidies
25. TI agrees with the outcome just not the measurement; they may have lowered their public benefits, but still do not have employment.
26. Again, it is important to consider those that have income and other supports as being self-sufficient. Self-sufficiency could mean not having to apply for emergency assistance or crisis funding.
27. Although, how do we measure those who would never get off public benefits such as disabled or seniors? We need to count the progress of those who progress as far as they are able.
28. This is a myth of poverty, and I'm a bit befuddled why it's included at this high-level of a discussion. We should know better. Just because a person is employed does not mean they earn enough to survive without assistance. We know this from the data - most low-income people ARE employed. Again, we cannot be measured by variables we cannot control (i.e. minimum wage, housing costs, energy costs). Increased employment may not be enough to overcome the energy inflation we are preparing to experience as a country, and subsidies might still be necessary. Again, I fear we will set our network up for failure with unrealistic measurements.
29. I agree with caveats - there are individuals in families for whom long-term reliance on stable public benefits is both appropriate and necessary.
30. Again, we are not taking into account the working poor who still qualify for cash assistance and food stamps, or the elderly and disabled who do not have employment as an option for increasing income.
31. Many "jobs" do not move families out of poverty. In our area, besides senior, our largest demographic is poor working families.

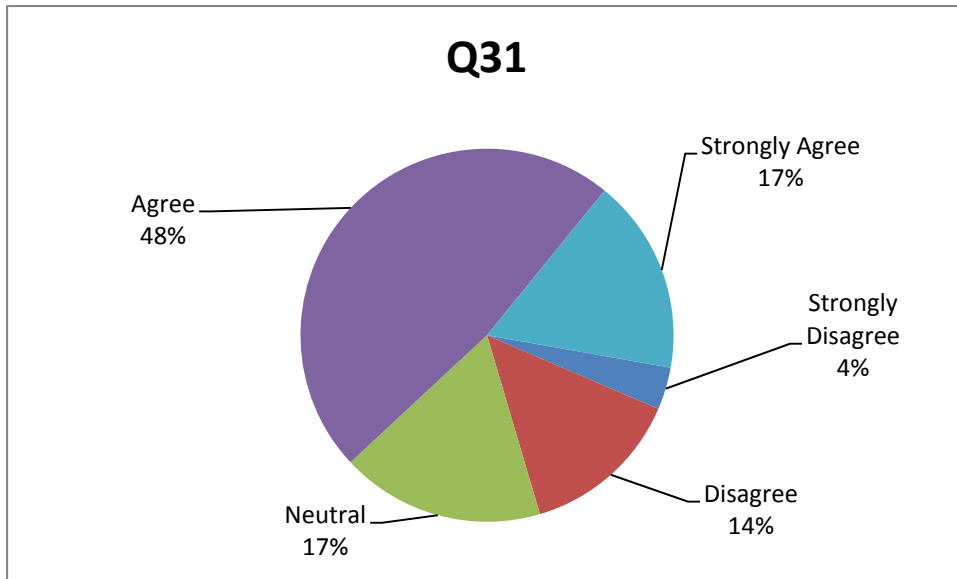
- 32. As a measure it is workable, and allows for the development of the relationships necessary for economic stability. However it does not in itself measure stability. Skimming money from the nightly deposit or demanding kickbacks from coworkers could be accountable for the change in status.
- 33. It would be helpful to classify the People as work/employment able.
- 34. Yes, this is the direction--increasing resources in addition to reducing the pull on public assistance
- 35. Again, this should not be the ONLY way that we measure self-sufficiency.
- 36. You can decrease assistance without coming off of the benefit entirely.
- 37. Again, it's not very clear how you are planning to use that as an outcome.

31. Do you agree or disagree that the below proposed measure is appropriate for measuring family self-sufficiency?

Outcome Three: People with low incomes secure cash assistance or public benefits to stabilize family. Measured as the number of families who receive new benefits to stabilize the family

The families captured here would include those moving towards family stability through access to public assistance and by addressing basic needs.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count	
	5	19	24	66	23	3.61	137	
Comments								31
							<i>answered question</i>	137
							<i>skipped question</i>	24



Q31 Comments:

- 1. Not a measurement towards self-sufficiency, more clearly stated would be to measures if the family is stable.
- 2. Goal should be to eliminate the need for public assistance.
- 3. Not for measuring self-sufficiency but family stability.

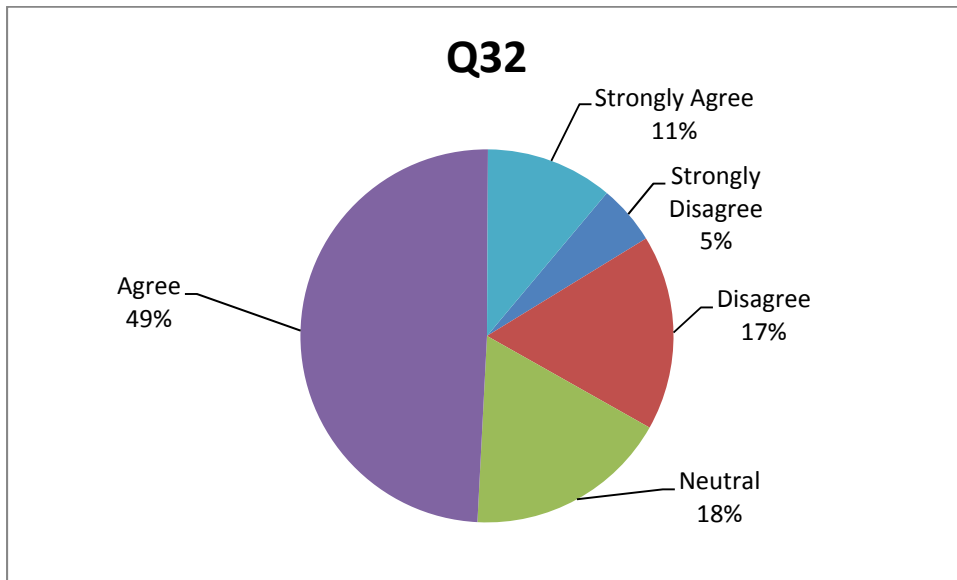
4. This does not appear to be as much a measure of self-sufficiency as it is a measure of becoming more stable through provision of basic needs.
5. This is a measure of increased household stability, a necessary precursor to movement towards self-sufficiency.
6. We track per federal law child support payments and eligibility and we ask health insurance and assistance questions but I am not sure they figure into assessing the family's stabilization.
7. Emphasis on disable, mentally affected and elderly.
8. Finally! We ARE supposed to help people apply for and receive all benefits for which they are eligible.
9. That's just not self-sufficient by any meaning of the term. It seems kind of deceptive to make claims of self-sufficiency based on families who are dependent on outside assistance. It would deprive our claims of success of any legitimacy.
10. CAAs would have to ensure a plan is in place with the families for moving forward.
11. I get why this is here - however it seems contradictory to #27. I think this fits more with stabilizing a family rather than a family becoming self-sufficient.
12. I understand the importance of securing public benefits depending on the situation, but as a measure of self-sufficiency, particularly as defined earlier in the survey, no.
13. These actions only delay the effects of poverty, but at the long range there is not benefit.
14. With so many cuts to programs, I would not want to promote dependency on public assistance.
15. IT depends on the family situation
16. Stability is first step, so this is helping with the movement to self-sufficiency.
17. This is not appropriate for measuring self- sufficiency, but it would be appropriate to measure family stabilization/ stability.
18. Wouldn't self-sufficiency mean the family does not need public benefits or new benefits?
19. as viewed along a broader continuum ...it has validity
20. Public benefits have caps and do not ensure long sustainability; those benefits run out. There was an overall disagreement with cash assistance as a measure of stabilizing a family because they are temporary.
21. This definition of self-sufficiency is viable because it prevents homelessness and family stabilization is cost effective in the long term by whatever means.
22. These only meet immediate need and do not answer the move to self sufficiency
23. As a process measure for some and an outcome measure for others, this could be appropriate.
24. I agree that all of the proposed measures for self-sufficiency would provide useful data. I only argue that their measurement could be a double-edged sword if it is not made clear that the inability of families to find great jobs and get off public assistance is not necessarily a failure of either the family or of Community Action.
25. Again, this alone often does not result in any true movement out of poverty over time.
26. Even by the prevailing definition this is not self-sufficiency.
27. This is a reasonable measure if, and only if, it is described as the first step toward expectation that the person/family will move past public assistance stability into self-support
28. Not the only way we should count/measure self-sufficiency; we should help people obtain the benefits they qualify for, as advocates of the poor. And in some cases, obtaining K-TAP while in college really is increasing self-sufficiency, because that benefits means the person can focus on other goals. This may be an incremental step to self-sufficiency.
29. New benefits are still public benefits. No self-sufficiency there.
30. This is the cycle that needs to be broken; once they have obtained and maintained a steady wage 90+ days not exceed 6months.
31. Most families with low/no incomes are already receiving some type of assistance.

32. Do you agree or disagree that the below proposed measure is appropriate for measuring family self-sufficiency?

Outcome Four: People with low incomes secure immediate temporary emergency or disaster relief assistance. Measured as the number of families who receive emergency or disaster assistance

The families would include those moving towards family stability through accessing public assistance and addressing emergency basic needs.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	7	23	24	68	15	3.45	137
Comments							29
						<i>answered question</i>	137
						<i>skipped question</i>	24



Q32 Comments:

1. Up to a point, as long as it doesn't remain their chronic mode of response. It helps stabilize, but needs to decrease over time.
2. Though families and communities should show how they might support one another independent of public assistance.
3. need clarification on emergency or disaster relief; I think this might be stabilizing services, but not sure it is adequate measure of self sufficiency
4. Not for measuring self-sufficiency but family stability.
5. May want to consider use of a measure that reflects increasing levels of self-sufficiency while still allowing that assistance is needed until full self-sufficiency is achieved e.g. families moving along a self-sufficiency continuum.
6. Again, this is a measure of stability.
7. I am not sure that this is pertinent. Disaster assistance would be available to any income
8. It measures the absence of self-sufficiency. Useful only if it is near the bottom of a scale and ladder system.
9. This is not even close to self-sufficiency.
10. Again, as long as the CAA is helping the family creates a plan for moving forward.
11. This measures family stability not self-sufficiency.
12. Not all CAA's provide emergency services; seems duplicative depending on community. Not really a self-sufficiency measure, in my opinion.
13. I do not see emergency/disaster assistance as being part of a long-term plan for self-sufficiency.
14. The provision of jobs is the only responded.
15. Depends on the family situation
16. Emergency assistance should not be connected to measuring self-sufficiency.
17. And we should be able to show the outcomes being worked on to move beyond that.
18. As viewed along a broader continuum. It has validity
19. This is an example of a temporary relief only
20. I feel this is an important measure as much of community action work is alleviating crisis situations. However, it would not be a good definition of self-sufficiency.
21. This has nothing to do with self sufficiency
22. This is a very broad definition of self-sufficiency, but probably the easiest for us to measure. We need better tools to measure relevant outcomes. The problem with ROMA is that the outcomes it measures are almost impossible to quantify for the majority of clients.
23. There are instances in which this may be appropriate.
24. Accessing emergency services is not a good indicator of overall family stability or self-sufficiency. Two families accessing the same emergency service due to an apartment building fire, for example, may have very different levels of self-sufficiency under normal circumstances.
25. All of the above measures must be part of a bigger picture and sustainable over time. If we had a true national health care plan, this alone would go far to support moving out of poverty for many working families.
26. *ibid.* short term crisis is vastly different from systemic barriers.
27. Again, as long as this is clearly short-term/emergency stabilization and not ongoing
28. Disaster or Emergency needs affect a wider spectrum of families. While our help is necessary and proper based on experience and infrastructure, some of those assisted may or will fall outside our basic low income target population.
29. I am not sure if this is a measure of self-sufficiency, although I do think it is an important measure.

OTHER MEASURES OF FAMILY SELF-SUFFICIENCY

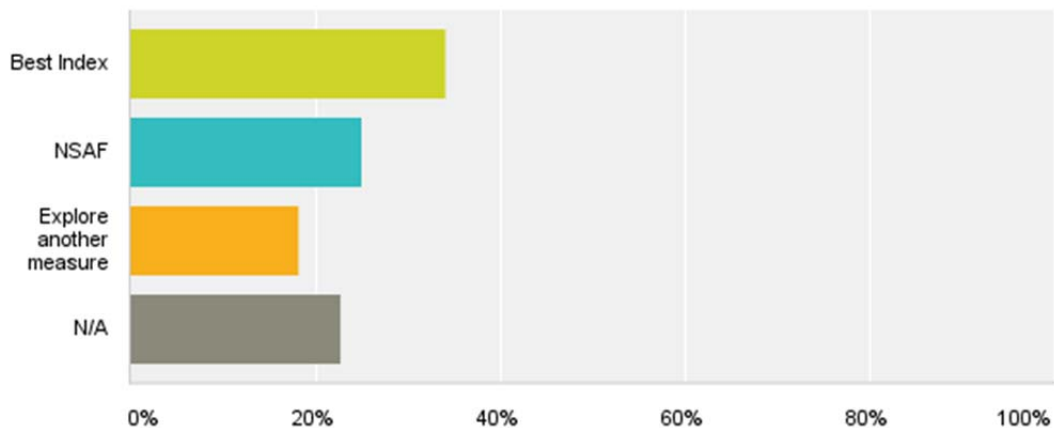
The Basic Economic Security Tables™ (BEST) Index: the BEST Index is specific to family size, ages of children, location, and receipt of employment-based benefits.

The National Survey of America’s Families (NSAF): the NSAF is a survey focusing on the economic, health, and social characteristics of children, adults under the age of 65, and their families.

33. The ROMA Next Generation COE should also look into use of the Best Index, NSAF or another family self-sufficiency measure.		
Answer Options	Response Percent	Response Count
Best Index	34.1%	45
NSAF	25.0%	33
Explore another measure	18.2%	24
N/A	22.7%	30
	<i>answered question</i>	132
	<i>skipped question</i>	29

Q33 The ROMA Next Generation COE should also look into use of the Best Index, NSAF or another family self-sufficiency measure.

Answered: 132 Skipped: 29



34. What measure are you referring to?	
Answer Options	Response Count
	18
<i>answered question</i>	18
<i>skipped question</i>	143

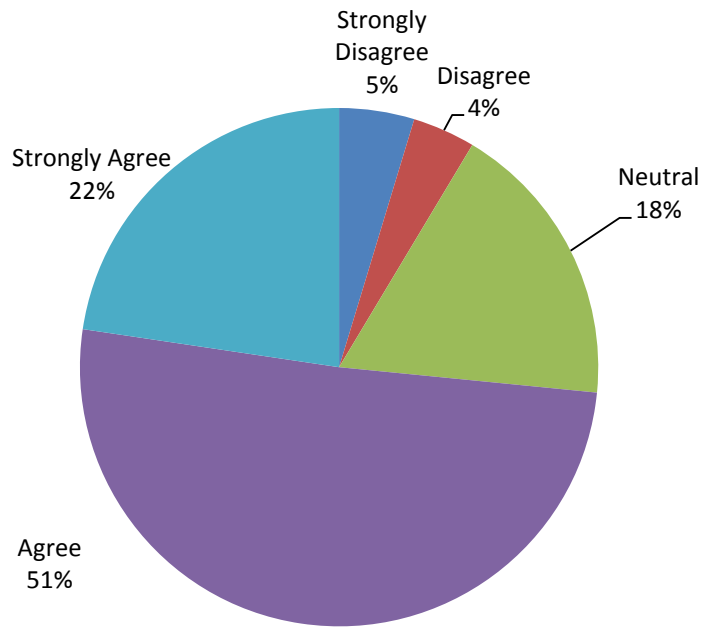
Q34 Responses:

1. WOW family self-sufficiency
2. Look at all of them. The fact that we have to look outside shows that we do not have broad agreement on a method.
3. Massachusetts Institute of Technology Poverty in America: The Living Wage Calculator
4. Not sure what else is available only familiar with the Best Index
5. Do not have a measure however the measure should be easy to use and understand. Have never heard of the NASF. Best is too complicated and too many charts to look at.
6. A measure that takes into account families of all ages.
7. Any measure that does not produce delays in the cycle of poverty.
8. Do not know enough about options to suggest one over the other.
9. I like the BEST measure but it needs to take into consideration Rural vs. Urban
10. I am not familiar enough with either to make an assessment at this time.
11. Both are too restrictive and do not fully capture the services provided by the agency. BEST INDEX: employee based benefits & NSAF: has an age cap not representative of our demographic
12. Any holistic look at self-sufficiency that includes mental health, family support, education, housing, transportation, etc. We have created a tool based on a tool developed in Minnesota.
13. ???
14. A combined measure of the two or something similar.
15. There are a number of self-sufficiency calculators in use including the Washington State Self-Sufficiency Calculator.
16. Whatever measure is used needs to be able to drill down to the local level sufficiently that it is useful to all CAA's. I have found the Census Bureau's Small Area Income and Poverty Estimate to be a useful tool, though it does not call out the senior population.
17. Self-Sufficiency Index
18. add in the self-sufficiency calculator to the BEST index

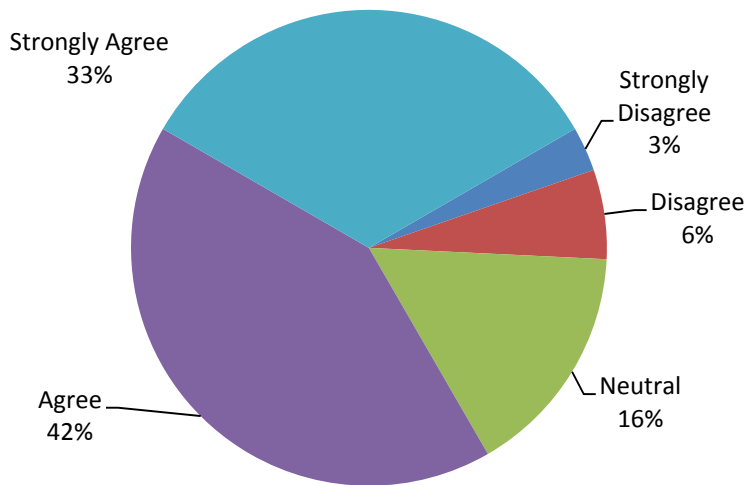
SECTION #3: MEASURING REVITALIZED COMMUNITIES IN COMMUNITY ACTION

35. Please indicate your level of agreement with the following potential definitions for measuring revitalized communities.							
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
Revitalized communities foster a sense of shared purpose and generate a sense of meaningful engagement. These communities celebrate the best in community inhabitants and challenge them to give back to the community as a whole, as well as the people within it.	6	5	23	66	29	3.83	129
Revitalized communities enable everyone to meet their own basic needs. These communities provide opportunities for all individuals to be engaged and to achieve their personal goals. Revitalized communities are healthy, safe and resilient in times of change.	4	8	21	55	45	3.97	133
Comments							23
						<i>answered question</i>	137
						<i>skipped question</i>	24

Revitalized communities foster a sense of shared purpose and generate a sense of meaningful engagement. These communities celebrate the best in community inhabitants and challenge them to give back to the community as a whole, as well as the people within



Revitalized communities enable everyone to meet their own basic needs. These communities provide opportunities for all individuals to be engaged and to achieve their personal goals. Revitalized communities are healthy, safe and resilient in times of change



Q35 Comments:

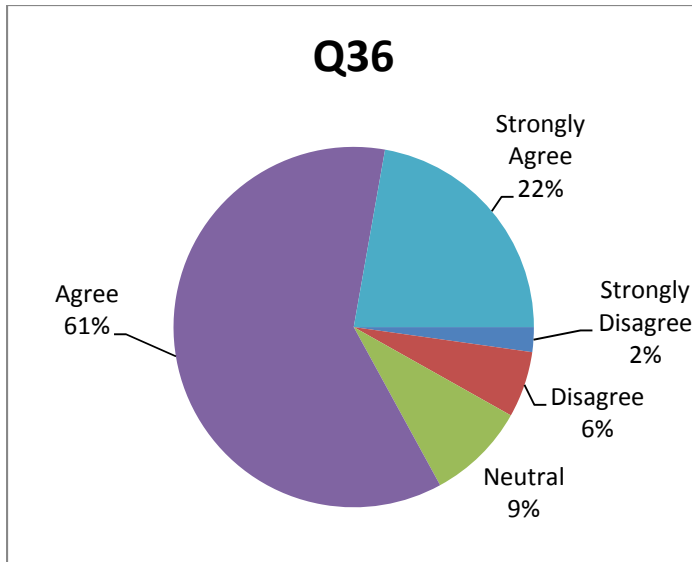
1. It is good if communities encourage residents to meet their own needs. However, it is better when there is a shared purpose and residents help each other.
2. I do not see any measurable items in either of these definitions.
3. First one is hard to measure. Second is better but difficult to aggregate.
4. I am unsure how you would measure the second option
5. Basically, I agree with both statements but find it difficult to know how these statements would be measures
6. Everyone to meet their own basic needs? Without public benefits = IMPOSSIBLE. With public benefits = maybe.
7. The second statement is more of a vision than what can realistically be achieved. There will always be communities where not everyone can meet their basic needs without assistance.
8. Both good; I like the second better than the first.
9. These communities are hard to find.
10. Perhaps the better word would be "Sustainable"
11. As stated, these do not appear to be objective enough. "Celebrating the best..." "Challenging them to give back..." "Enable EVERYONE to meet their own basic needs..." "Resilient in times of change..." If there are ways to indicate/ measure increased resources (i.e. jobs, healthcare, parks, businesses, housing etc.), this may be an option for revitalization outcomes.
12. It seems very unlikely these laudable statements can be easily measured, however.
13. Prefer the notion of shared purpose not individual level of reference
14. Is a community a neighborhood or the whole "city"?
15. Families cannot always meet their own basic needs. Many times wages are not sufficient.
16. Provide for the elderly and disabled--
17. I don't understand how you measure this. Is a community revitalized when all members are off public assistance? When there are no homeless?
18. These are aspirational statements, not measures.
19. I like both. The first is more visionary, the second a more concrete mission-statement-like definition. Again, however, the definition must include recognition that even families in a revitalized community may still have a need for outside assistance.
20. The sense of shared purpose is of significant importance. Achieving individual goals will occur if there is a strong and shared purpose with meaningful engagement within a community.
21. Key concepts necessary are that 1) appropriate opportunities are open to community members and 2) communities are resilient and sustainable over time, even when the agency removes itself from involvement in the community.
22. These are both goal better suited for public health. Revitalizing communities should not be a community action goal; it broadens the scope of CS too widely.
23. I don't think community action can be expected to revitalize communities and increase individual's self-sufficiency. It's unrealistic.

36. Do you agree or disagree that the below proposed measure is appropriate for measuring community revitalization?

UPDATE! Outcome 1: Create a community supportive of family self-sufficiency through community planning and coordination of resources with partners Community Action Plan coordinates the use of a broad range of Federal, State, local, and other assistance related to the elimination of poverty

(Note: Based on Network feedback following the release of the white paper, this outcome was changed from "Promote Financial and Economic Prosperity" to what's found above.)

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	3	8	13	82	30	3.94	136
Comments							19
						<i>answered question</i>	136
						<i>skipped question</i>	25



Q36 Comments:

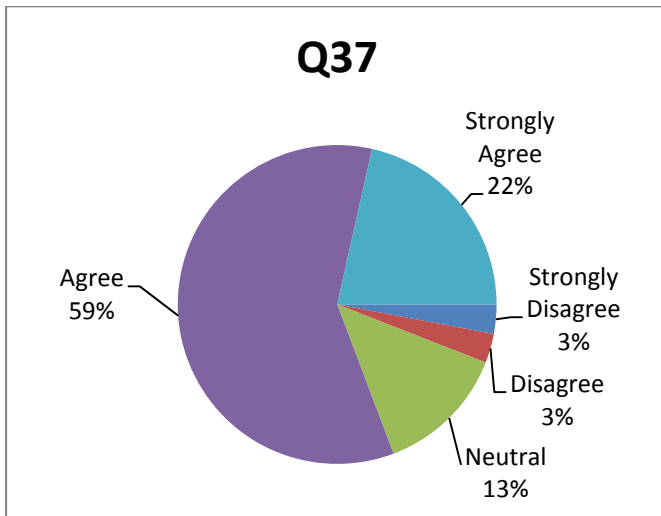
1. We need to be careful about not mistaking the coordination / partnering as the outcome, rather than the means
2. Prefer the prior language.
3. A plan doesn't coordinate - it can call for coordination - It's the agency staff and community members who coordinate - this is poorly worded, and would result in every CAA saying that their plan 'coordinates.'
4. This isn't worded well. The Community Action Plan cannot coordinate - it is a document. Should this read something to the needs assessment addressing the use of other assistance?
5. How are we going to measure this?
6. Elimination of poverty? Use instead: reduce the causes of poverty and ameliorate the conditions of poverty. You are not laying a glove on the economic system that operates with 25 million people looking for jobs that do not exist. That is a huge cause of poverty and you pretend it does not exist.
7. This fits what community action does better than the original statement.
8. This is good; but the proof that it happened is qualitative, not quantitative.
9. This really does not exist.
10. Outcome 1 is not an outcome statement. It is a goal statement...
11. Outcome as stated seems to be more of an activity/ planning, coordination, etc. vs. an indicator of revitalization. Planning and seeking stakeholder input will likely be indicated in community assessment/ needs assessment in organizational standards. Outcome should indicate what resulted from the planning/ collaboration.
12. Native American communities function differently and need to be measures differently-
13. Other agencies may be less willing to participate, unfortunately.
14. I'm not sure I understand what "community" means here. Am also concerned about how this would be measured.
15. While this is a necessary condition, it does not measure the extent to which a community is vital or revitalized.
16. This is a little vague, and the measurement tool would have to be clear as to what was meant by coordination and what counted as "assistance related to the elimination of poverty".
17. Does not take sustainability into account, relies on an individualistic concept of self-sufficiency over systemic change. Plus, grammatically it is a mess.
18. I'm not sure that this is an outcome! It sort of sounds like an output, something that we do... the goal may be to create a supportive community, but I'm not so sure about how this would be measured/proven?
19. I like this change!!

37. Do you agree or disagree that the below proposed measure is appropriate for measuring community revitalization?

Outcome 2: The conditions in which low-income people live are improved Community Action Agency joins with other community investors to support, improve, or create community facilities to improve the conditions in which people with low incomes live.

(Note: Based on Network feedback following the release of the white paper, this outcome was changed from "Support Vibrant and Thriving Communities" to what's found above.)

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count	
	4	4	18	81	29	3.93	136	
Comments							18	
							<i>answered question</i>	136
							<i>skipped question</i>	25



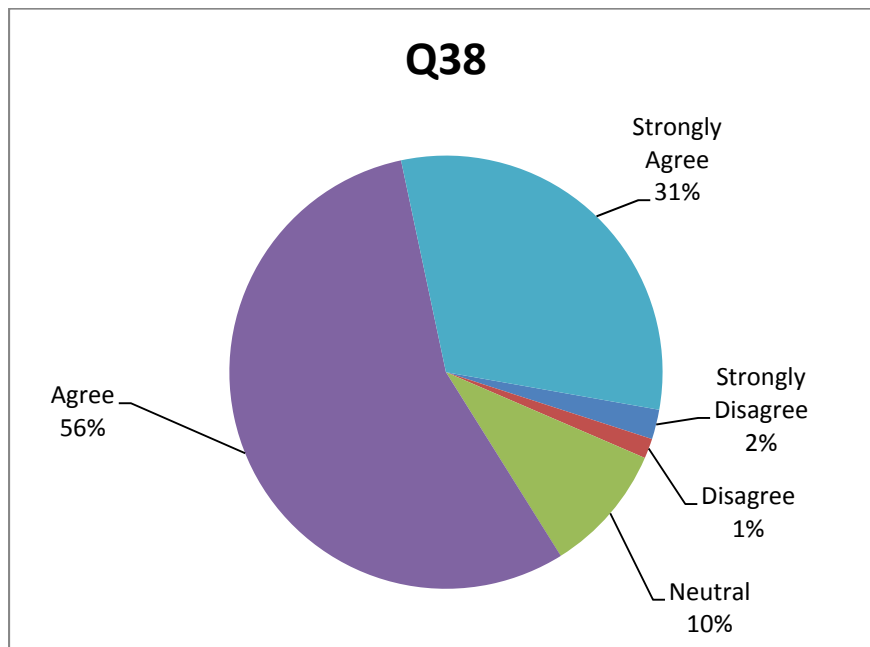
Q37 Comments:

1. I'd like to see "facilities" broadened to include programs / services / resources
2. Suggest changing the term "investors" to either supporters or stakeholders. Define investors.
3. Prefer prior language.
4. Not all community action agencies use their CSBG funds for community facilities.
5. I am not sure community action agencies are the best ones to look at facilities.
6. How are we going to measure this?
7. I've always felt that this statement refers more to our ability to move people from sub-standard housing to better housing or to weatherize their homes to improve the conditions in which they are living
8. The lead on community facilities has always been HUD, USDA and local bond money. CAA's are minor players in this process. Go back to the original language.
9. This absolutely should continue to be a measurement.
10. This is also good, but not quantitative. We need to prove that the conditions in which low-income people live are improved. "Improved" is an objective term.
11. Each group takes care of their own interest.
12. As worded, this seems "soft" for an outcome. Supporting is an activity. Community facilities are created and/or improved as a result of Community Action might be an option. Can the assumption be made that community facilities are beneficial to communities...don't see that "improve the conditions in with people with low-incomes live is critical.
13. I would suggest that "community facilities be broadened to community" places and spaces"
14. Process statement, not measure.
15. I agree with the concept, but disagree with the limiting language, "community facilities". Programs targeted at improving housing conditions and public infrastructure should also be included. Housing rehabilitation, low-income housing construction, home-buyer assistance, community policing, community gardens, water and sewer system improvements, etc. are all programs that contribute to improvement in the living conditions for low-income people.
16. Is it sustainable when supports are withdrawn? Does it truly change the opportunities available to the community or merely wall paper over the unpleasant bits of the community?
17. change to safe and healthy community
18. With the available funding how is Community Action supposed to create community facilities?

38. Do you agree or disagree that the below proposed measure is appropriate for measuring community revitalization?

Outcome Three: Increase Accessibility and Affordability of Community Resources Community Action joins with other community investors to create communities where everyone—including elderly, disabled, and low-income residents—can conveniently, affordably, and safely access local and regional goods and services.

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	3	2	13	75	43	4.13	136
Comments							16
<i>answered question</i>							136
<i>skipped question</i>							25



Q38 Comments:

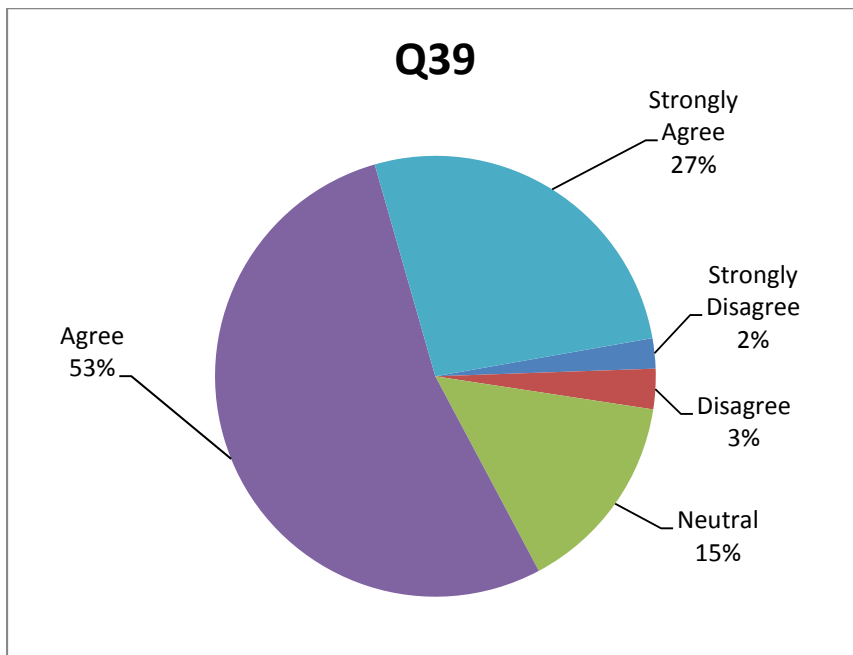
1. Define investors
2. This.
3. Not sure what this would look like in action. May be hard to measure.
4. I think it is difficult to "create" a whole community but feel that what we can do is to create an environment within our own organizations in which we provide accessibility to community resources
5. Need to attach quantifiable measures.
6. This kind of investment is very hard to find.
7. Outcome Statement 3 is not an outcome statement; it is a poorly worded goal statement.
8. The outcome should be limited to a single aspect - accessibility for clarity. Accessibility encompasses affordability b/c if something is affordable it becomes more accessible.
9. In rural areas, conveniently and affordably can be very difficult.
10. This is challenging for rural areas.
11. But this is so broad - what does it mean? We partner with other community investors all the time - to what end? Are there real results or are we just making ourselves feel good by having all these partnerships?
12. Ditto.
13. Definitions are needed to clarify how to measure "conveniently", "affordable", and "goods and services
14. This is getting there. Are we taking economic opportunity into account or are we setting up a one stop shop for people on to access goods and services regardless of them being on public assistance, or are we also looking at means of generating income sufficient to support one's family
15. Affordability isn't within our scope of action.
16. Can't be all things to all people.

39. Do you agree or disagree that the below proposed measures are appropriate for measuring community revitalization?

UPDATE! Outcome Four: Increase number of low income individuals who are connected to community networks, and improve their social capital. CAAs with other community investors provide an opportunity for CAA program participants to own a stake in their community

(Note: Based on Network following the release of the white paper, this outcome was added.)

Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	3	4	21	72	36	3.99	136
Comments							21
<i>answered question</i>							136
<i>skipped question</i>							25



Q39 Comments:

1. This seems more like a means than an outcome. Also, "social capital" feels a bit like jargon
2. Define Social capital
3. Agree with this addition.
4. Vague
5. Social capital is one indicator that determines a person's success and research shows that it plays a huge role in a person's ability to advance.
6. I am not sure that I know what the term "provides an opportunity" for participants to own a stake in their community means...
7. I like this outcome; quantifiable, but does an increase necessarily represent community revitalization? Don't mean to be critical, just curious.
8. Each group takes care of their own interests.
9. Same comment as above
10. Believe current NPIs 3.1, 3.2A and 3.2D is better stated than option above and if the current is added to existing it would be duplicative
11. I really like this outcome
12. What is the definition of social capital?
13. How do they own a stake in their community?
14. What is social capital?
15. This seems like it would be very difficult to measure. What is a "community network"? What is "social capital"? What does "owning a stake in their community" mean? How do you quantify these things? What mechanism do you use to measure them? What about the working poor who don't have time for social involvement?
16. This measure is vague in many ways.
17. This is getting better, but I am going to have to think a while about how an agency would measure connectivity and change in social capital. But at least it takes the web of family, social and political opportunity into account.
18. Social capital should be defined and put in terms of measurable outcomes.
19. What does the terminology used really mean--social capital, stake in their community. It is difficult to respond without knowing that is intended specifically or with examples here.
20. I really like this one!!!!
21. Excellent!

OTHER MEASURES OF REVITALIZED COMMUNITIES

The Opportunity Index is a tool designed to provide a score and data profile of opportunity at the state and county levels. The Index uses data points grouped into three different domains: Jobs and the Economy, Education, and Community Health and Civic Life.

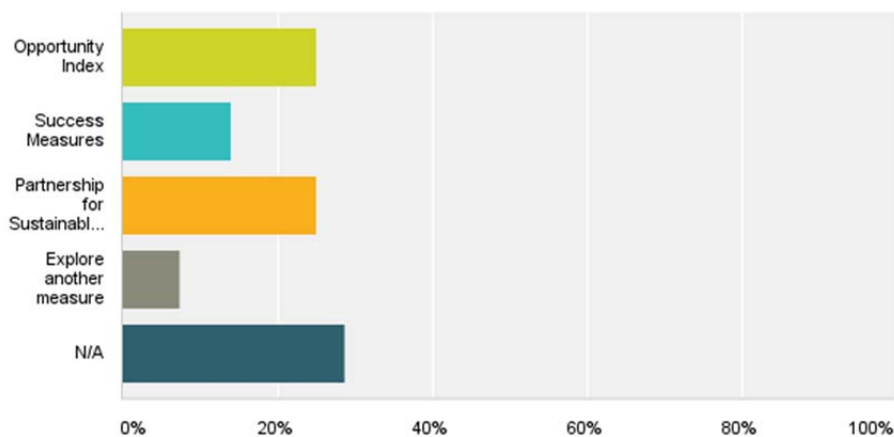
Success Measures organizes tools to plan and conduct evaluations using participatory methods and a comprehensive set of 122 indicators and 312 data collection instruments.

The Partnership for Sustainable Communities has identified performance measures that local, regional, and federal policymakers can use to assess the effectiveness of sustainable communities approaches in small towns and rural places. The Partnership focuses on a rural community context.

40. The ROMA Next Generation COE should also look into use of the Opportunity Index, Success Measure, Partnership for Sustainable Communities or another measure.		
Answer Options	Response Percent	Response Count
Opportunity Index	25.0%	34
Success Measures	14.0%	19
Partnership for Sustainable Communities	25.0%	34
Explore another measure	7.4%	10
N/A	28.7%	39
<i>answered question</i>		136
<i>skipped question</i>		25

Q40 The ROMA Next Generation COE should also look into use of the Opportunity Index, Success Measure, Partnership for Sustainable Communities or another measure.

Answered: 136 Skipped: 25



41. What measure are you referring to?	
Answer Options	Response Count
	9
<i>answered question</i>	9
<i>skipped question</i>	152

Q41 Responses:

1. CFED'S Assets and Opportunity Score Card
2. Not familiar with 2 of the REVITALIZED COMMUNITIES mentioned and not sure what angle NASCSP is looking for in the one.
3. not familiar enough with these tools nor other resources to provide response
4. ROMA Community Development - 7 Capital areas
5. I need to know more about these measurements before I can answer this question.
6. I don't know - but these tools sound incredibly complicated. Are they actually useful?
7. May make sense to look at Organization for Economic Co-Operation and Development measures. Somehow, we need to be able to tease out advances addressing real improvements in the lives of families that would be low-income regardless of overarching economic conditions from merely measuring the impact of market fluctuations on communities and our nation as a whole.
8. Shouldn't be measuring community revitalization. Should be looking at the Census information and the number of people in poverty throughout the community.
9. No measure. You can't hang the success of the entire community around community actions neck or measure them by how much progress the wider community makes that these measures track. Ridiculous!

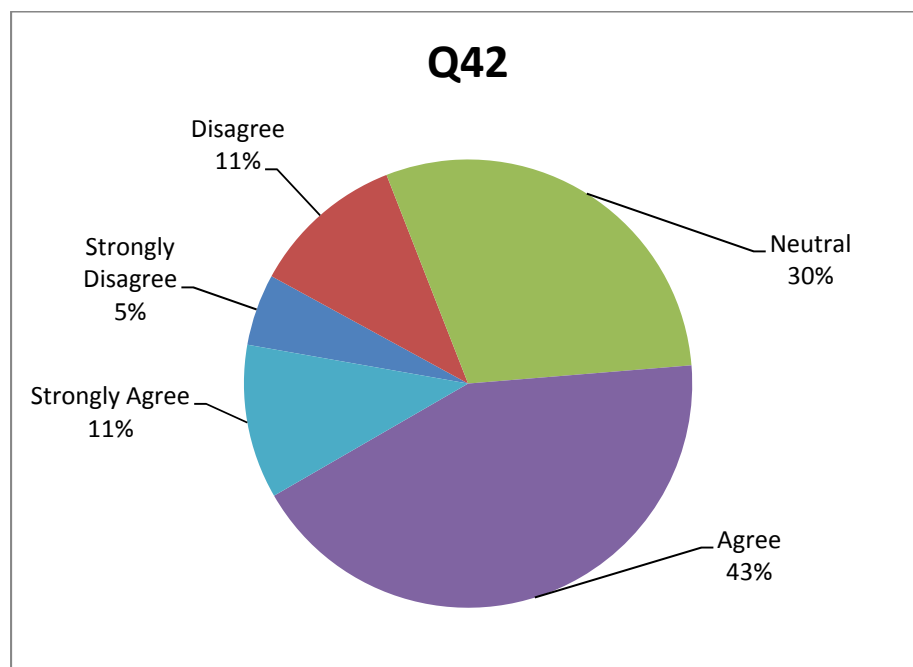
Section # 4: MEASURING THE IMPACT OF CSBG DOLLARS ALONE

Recently, there has been an increased interest in exploring different ways to present the use of CSBG funds. Historically, the CSBG Information Systems (IS) Survey data on the expenditures of CSBG funds has been presented around the ten service categories from the CSBG Statute. These service categories lack details about the use of the funds and highlight more generally the outcomes that may be achieved. For example, the “Education” category may include funds that were used to pay the salary of a teacher or for the necessary materials and resources for a GED program. However, the CSBG funds used to pay for the program staff registering people for classes or agency program staff that planned and designed the GED program would also be included in the same category. On the following pages, we provided some options to potentially change the way data on the use of CSBG funds is reported.

Option One: Current CSBG IS Survey Section E Categories

This option features improved definitions of categories and established protocols for documenting how assignment of CSBG \$ to categories is done. It also suggests identifying all other funding sources in the same categories so a comparison can be made between the CSBG support in domain areas and the support from other funding sources.

42. Option 1 shows the functional use of CSBG dollars							
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count
	7	15	41	58	15	3.43	136
Comments							17
						<i>answered question</i>	136
						<i>skipped question</i>	25



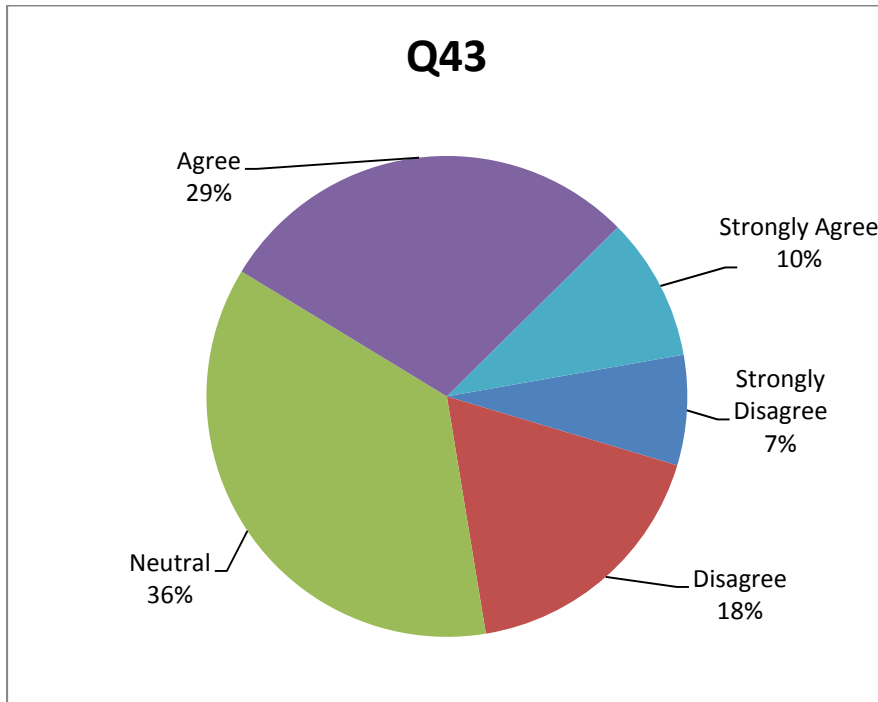
Q42 Comments:

1. Lacks details on the use of the CSBG funds
2. Shallow, general.
3. if the definitions are clarified and there is guidance how to classify expenditures I think this is the best option; mapping operating budgets to the existing categories is difficult and often a guessing game, further subdividing the categories will only further complicate this process and not really provide more accurate information
4. There is too much flexibility, too little detail in this. Difficult to link to outcomes.
5. yes - but in a boring way
6. We need definitions across the network of what goes into these categories but I think it works.
7. Is the purpose here to be more visual? We already report the assurances identifying all other funding sources in the same categories so a comparison can be made between the CSBG support in domain areas and the support from other funding sources
8. This is not that convincing -- looks too much like what other agencies do -- does not show our distinctive qualities.
9. Option 1 would be a sensible way to report on the use of CSBG including any additional funds for that purpose.
10. Great part of these resources are addressed to maintain poverty.
11. This report is difficult and time consuming as it is. We strive to prepare and represent our data with the highest degree of accuracy possible. Improvements in advance communication of data collection requirements will improve the reliability of the report.
12. needs more of a drill down
13. I'm not sure how we would discretely separate categories so that the funds are not double counted in multiple categories.
14. Not sure how the use of administrative \$ would be captured
15. It shows the functional use but terms are both broad and vague and therefore it is difficult to learn anything about impact.
16. Not useful
17. It shows the use in terms of service categories..... Not sure that it does a whole lot more than that.

Option Two: Current Service Categories with New Subcategories

In this option, in addition to the current reporting structure for CSBG Expenditures, there would be further defined sub categories for Linkages, Self-sufficiency, and Emergency Services.

43. Option 2 shows the functional use of CSBG dollars								
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count	
	10	24	49	40	13	3.16	136	
Comments								23
							<i>answered question</i>	136
							<i>skipped question</i>	25



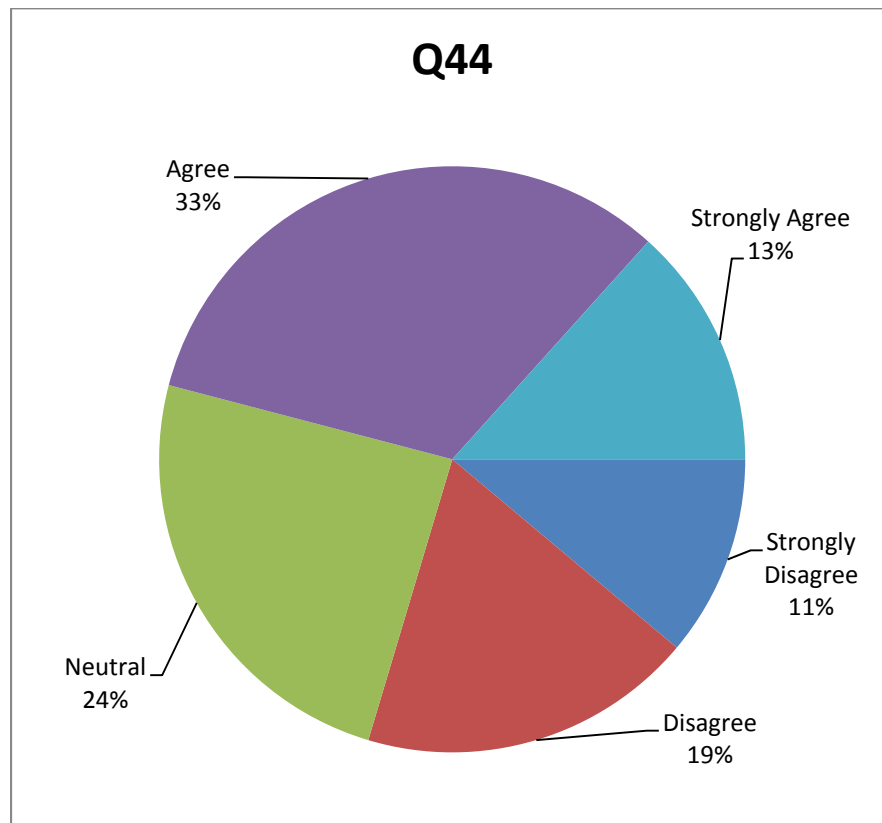
Q43 Comments:

1. Worse than above.
2. Better!
3. Greater emphasis on self-sufficiency as end result.
4. Same as above...Is the intention that a more visual form of reporting will have more impact?
5. Too complicated...
6. More of the same.
7. This model does show there are different levels under each category which is helpful when demonstrating how funds are being used.
8. TOO Complicated! Would be a nightmare to track and breakout!
9. This is too complex and would take forever to report in to.
10. I think Option 2 is the best option.
11. Again, these efforts only are dedicated to maintain poverty.
12. Self-sufficiency programs incorporate all of the above conditions. It only makes sense to capture this data differently if agencies that focus on one or two domains report each activity separately, while agencies like us report self-sufficiency as a whole.
13. too much - if the goal is to connect the funding with outcomes, these additional categories will likely increase question/ confusion
14. Much more costly to administer this degree of detail and for field staff it would result in less accuracy in reporting
15. better
16. Frankly, this was the section of the white paper that most confused me.
17. Way too complicated - no one will understand or pay attention to this.
18. Depending on the definitions of the expanded service categories and how difficult they would be to parse out in an agency's accounting system.
19. Need more detail on the breakdown of Emergency Services, Linkages and Self Sufficiency.
20. Not knowing what the sub categories are it is hard to know if this is going to be helpful. Please just replace "Linkages" with something meaningful. Again, hard intuit impact, but that is a different data set.
21. This version is quite confusing with the inclusion of the various linkages, emergency services, and self-sufficiency - clarity will be needed to explain if this version is chosen.
22. Still not particularly useful. It is, however, broad enough for anyone to hide behind and that may be seen as having value by some people--not by this respondent though
23. I like this better than the last one, as it shows more of the functional use...

Option Three: Direct Services and Organizational Capacity Building

This option would divide the CSBG expenditures into the following areas, 1) the use of funds for provision of services (which would be the current type of reporting) and 2) the use of funds for organization capacity building (i.e. the ability of the agency to meet or maintain organizational standards)

44. Option 3 shows the functional use of CSBG dollars								
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count	
	15	25	33	45	18	3.19	136	
Comments								25
							<i>answered question</i>	136
							<i>skipped question</i>	25



Q44 Comments:

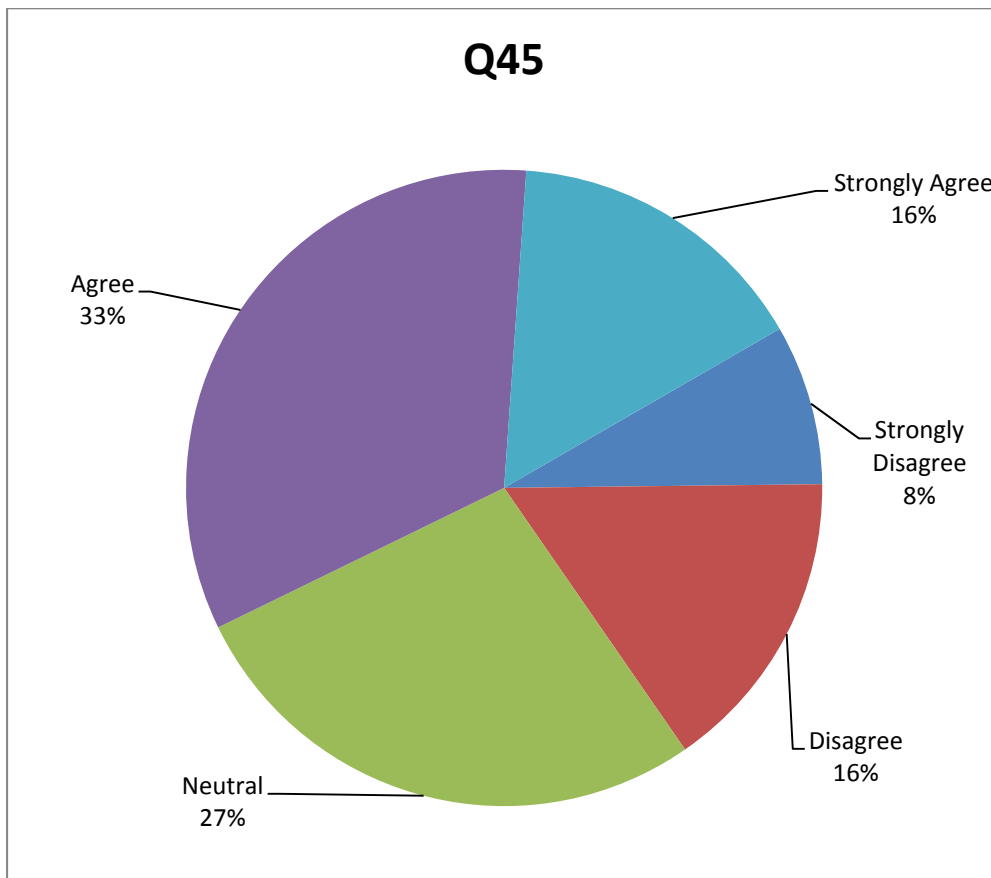
1. Like the inclusion of capacity building.
2. Tells a fuller story of how funds are expended.
3. Opens us up to charges of being 'too bureaucratic' and wasting money on 'administration' - not a plus
4. overkill

5. Agree with including funds spent on OSCOE categories, as this is a large part of what agencies do. I am not sure at the breaking out of subcategories as listed. We will need clear definitions and guidance to ensure consistency. MN has done work on this and is willing to share our definitions around these service categories.
6. Too complicated...
7. Better
8. This chart does add dimensions to functional use, but still could give a clearer picture of all the current components that make-up funding.
9. Our state office would prefer a combination of options #3 & #4.
10. Again, TOO COMPLICATED to track and breakout! The time it would take to set up a way to track this method and then to dissect would totally change how the agency reports/tracks services. The software we currently use would need to be involved to accommodate this method.
11. This is too complex and would take forever to report in to.
12. Resources maintaining poverty.
13. There is no reasonable way for agencies to budget and cost out activities as shown here. To do so, we would have to also capture this information from other programs we operate. We would have to revise our cost-allocation plan and total accounting system. This kind of change would require a SIGNIFICANT expense. Otherwise, we will report guesses.
14. Too much. Seems this would require reporting based on timesheets
15. Organizational capacity is an agency-wide responsibility. In order to track financial expenditures on one grant such as CSBG, one would have to be able to measure dollar by dollar expenditures minute by minute. This is unrealistic in the real world.
16. Not sure we actually need this much detail and specifics.
17. Trying to do too many things and ensuring nothing gets done, every item requires management and processes and bureaucracy
18. Again - much too complicated
19. Like the organizational capacity/infrastructure uses coupled with the categories in the first chart.
20. This is by far the most inclusive model and acknowledges the goal that CSBG dollars are often the glue that holds other programs together by supporting organizational capacity that other direct services funds may not. The level of detail, however, must take into account the burden of tracking expenditures in an agency's accounting system. If too much detail and too many CSBG-specific categories (different from those of other funding sources) are utilized, the reporting burden may outweigh the benefits. I would cut the number of capacity categories down to three or four.
21. Use of funds for capacity building is important and should be recognized equally as this is becoming increasingly a challenge.
22. Becomes almost too overwhelming, perhaps some of the administrative could be lumped together? What does leadership truly mean and how do you quantify it? Perhaps planning, monitoring and eval could be one, fiscal and HR others, and leadership and governance combined.
23. Makes sense, but need some additional qualifiers to show what the services are and what the capacity building-related items are.
24. I like this one a lot, I feel like it shows many of our activities beyond just direct services!
25. This would be VERY burdensome for agencies to track in all these categories. It would take more time than would be beneficial. Besides, our state wants to severely limit how much can be spent on any of the newly proposed categories. They think it should be at least 90% in direct services. That is nonsense too which speaks to the major incompetence and lack of understanding by STATES!

Option Four: Direct Services and ROMA Cycle Categories

This option would divide the CSBG expenditures into the following areas, 1) the use of funds for performance management activities as outlined in the ROMA Cycle and 2) the use of funds for the provision of services (which would be the current type of reporting).

45. Option 4 shows the functional use of CSBG dollars								
Answer Options	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Rating Average	Response Count	
	11	22	37	45	21	3.32	136	
Comments								25
							<i>answered question</i>	136
							<i>skipped question</i>	25



Q45 Comments:

1. Interesting approach but would be quite time consuming to use.
2. while I strongly agree with infusing the ROMA cycle into this process, I do not think it will do anything to improve the accuracy and standardization of reporting CSBG expenditures
3. Best...Includes all info needed.
4. Again - not the message we want to deliver, and if you are not in the Network - this will be meaningless
5. This is logical.
6. This is pointless. The programs and outcomes will support if you are implementing the ROMA cycle or not. A chart will prove nothing
7. Perhaps a way to integrate the OSCOE Categories into the ROMA Cycle categories as well.
8. I still prefer the first option...
9. If we can avoid the perception this a too much Administrative cost, this is useful Why not do both 3 and 4?
10. Combining Charts #3 and #4 could paint a better picture. Incorporate the Organizational Capacity Building components into the ROMA Cycle and test how that can show a functional use of funds.
11. I am not sure why these need to be separated. Implementing services includes planning and changing to meet the need, including evaluating and assessing. How do you separate the two?
12. This is too complex and would take forever to report in to.
13. It is difficult to drill the use of funds this far.
14. ROMA is a waste of time and efforts.
15. Again, functional reporting to be accurate requires reliable accounting. We simply do not budget or account for funding in this way. Requiring us to provide even more detail than we currently do without changing the way the grant is awarded, budgeted, accounted for and reported to funders, makes this kind of report mostly guesswork.
16. This option supports current efforts on strengthening ROMA/ organizational standards. Overarching concern is this readily exposes the amount of resources going to staffing and ultimately could jeopardize funding due to minimal going to target population.
17. How would you quantify the difference between service accomplishments and result accomplishments? What service does not include assessment, planning and evaluation to begin with? It seems redundant and it appears to be aimed at someone who only has time to sit at a desk, rather than do the needed work.
18. Without more operational information, I cannot answer this question appropriately.
19. Unclear what this is intended to show. Not enough information. It appears one third actually deals with action and 2/3 deals with management and administration of the 1/3
20. Puts way too much emphasis on administrative dollars - if I am a consumer I am not impressed.
21. ROMA-cycle activities do not always occur in discreet cost centers and attempting to track expenses this way would be too much different from what other funding sources would require.
22. Substantially more funding would be necessary for this.
23. Would definitely need more clarification for stakeholders and others to understand the interplay of the ROMA cycle with services.
24. Complex but much more helpful in truly understanding what is happening with the fund. What is involved in the 'self-sufficiency'? Generally self-sufficiency would be a result of all of the other factors.
25. I like this one a lot, as it recognizes the unique nature of our network; it may be improved by adding some of the categories above (such as governance, etc.) into the cycle.

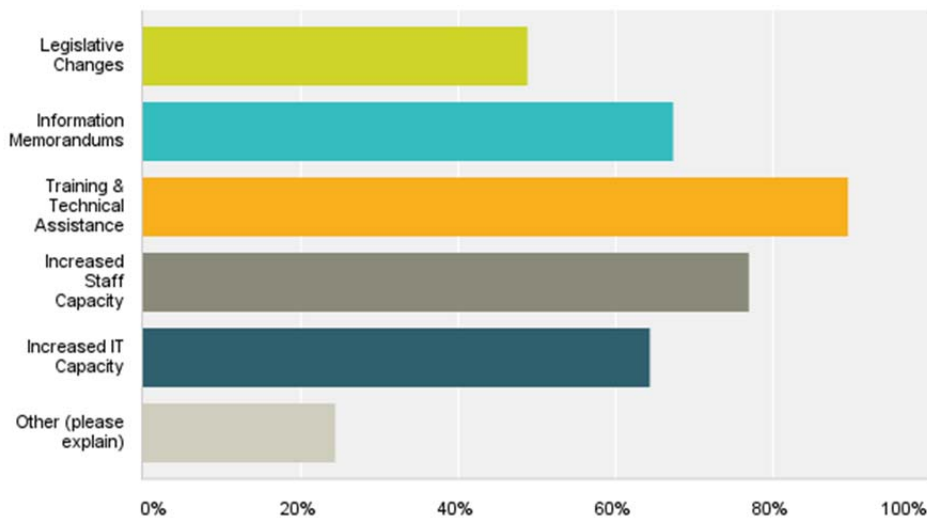
SECTION #5: NETWORK CAPACITY FOR MOVING FORWARD

46. What do you need to oversee and implement upcoming CSBG reforms? Please check all that apply.

Answer Options	Response Percent	Response Count
Legislative Changes	48.9%	66
Information Memorandums	67.4%	91
Training & Technical Assistance	89.6%	121
Increased Staff Capacity	77.0%	104
Increased IT Capacity	64.4%	87
Other (please explain)	24.4%	33
<i>answered question</i>		135
<i>skipped question</i>		26

Q46 What do you need to oversee and implement upcoming CSBG reforms? Please check all that apply.

Answered: 135 Skipped: 26



Q46 Other responses:

1. Increased funding and greater flexibility in the use of existing funds to focus on the reform process
2. Additional Funding
3. Increased leveraging of federal funds; training on user-friendly data collecting; legislative changes on poverty guidelines

4. Training in approaches that recognize and honor the role of the target population in program design, adjustment, and participation.
5. Funding as always
6. Financial Revenue
7. TIME! We seem to be running faster just to stay in place
8. Buy in from Administrators in the state.
9. N/A
10. Centralized Data Base Nation-Wide
11. Need additional funding. With the recent cutback, there is much to do but the dollars are not there. We need more funds to hire more staff to do the work of moving customers to self-sufficiency.
12. Our agency does not have the capacity to have on staff an IT person. Many of these changes require technology to help capture and report effectively.
13. No cut in funding. In fact, increase CSBG to be able to fully implement this well across the network.
14. The ability to aggregate data from HUD/HMIS, Aging, IHWAP and LIHEAP into one comprehensive report
15. We need a theory of poverty one column to the left of the assumptions about community action. What are the causes of poverty today and why does our delivery system provide strategies that address those causes? Your TOC lets CAA's off the hook -- they can continue individual services and anti-destitution work but are not challenged to take on the economic and social causes of poverty.
16. I'd have to defer to ICAA's ED and member agencies to help answer this question.
17. Increase CSBG Federal Income Guidelines to at least 150%
18. Redefine the concept of poverty.
19. Additional funding to hire staff to deal with additional records and monitoring.
20. Stabilization in Funding
21. Funds to operate this ROMA
22. OCS Support at the State/County Political Levels
23. Recognition that not all services and outcomes are easily measured at all levels. For example, work that we do to prevent out of home placement of children....
24. Funding
25. Dollars associated with implementing necessary changes and reporting systems.
26. I'll take as much information, help, training, and resources as I can get :-)
27. All of the above. Cannot see where this would not incorporate all of these factors
28. Increase financial resources.
29. A deep discussion as to whether our model is community change or service provision, we can't continue doing both and expect to have a meaningful impact on either.
30. Local support within a public agency that knows that the federal guidelines are for real and can cost them should they not make a full honest effort to support the goals and mission of the network.
31. standardized tools
32. more patience to deal with incompetent state staff
33. Based on previous understandings it will need to be a total team effort