



# TRIPARTITE BOARD MANUAL 2022



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## KEY STAFF

Shasta County Housing and Community Action Programs:

Executive Director

Program Manager

Community Development Coordinator

Senior Staff Services Analyst I

Staff Services Analyst I

Housing & Community Program Specialist I

## COMMUNITY ACTION HISTORY

**Legislative History:** Community Action was born at the enactment of the Economic Opportunity Act (EOA) of 1964. The ambitious purpose of this statute was to eliminate the causes and consequences of poverty in the United States. The Act established a federal Office of Economic Opportunity, formed state Economic Opportunity offices, and created the new community-based organizations called Community Action Agencies.

A unique governance concept, the tripartite board, was designed to promote “maximum feasible participation” by poor people in identifying the problems they faced and in crafting potential solutions. CAAs accomplished maximum feasible participation in many ways; a primary tool was their inclusive board structure, and they also hired low-income people as staff and created community leadership opportunities. This innovative process attracted considerable national and international attention. It did not take long for the CAAs to become respected institutions, recognized for their unique ability to identify problems in the low-income community and to mobilize residents and resources to address them. Many states adopted legislation mirroring the federal EOA and provided complementary core funding to their CAAs.

**Early Innovations & Achievements:** From the start, CAAs were expected to act as laboratories for innovative methods of eliminating causes of poverty- causes that neither private efforts, post-war economic growth, nor the public programs initiated before and after World War II had been able to eliminate. The CAAs succeeded dramatically in this role. For example, it is in the Community Services Network that the Head Start program was developed, refined, and shared with other institutions. Today, CAAs remain the single largest delivery system for Head Start programs. Legal Services, the Community Food and Nutrition program, Foster Grandparents, and National Youth Sports are just a few of the successful programs that began in the Community Services Network. Between 1964 and 1980, governors and Congress regularly adapted pilot programs from the CAAs to become nationwide programs. Among the largest of these programs were the energy crisis assistance programs and pilot energy conservation programs in several New England and Midwestern states. In the mid-1970s these became national programs, now known respectively as the Low-Income Home Energy Assistance Program (LIHEAP) and the Department of Energy’s Weatherization Assistance Program (DOE/WAP).

**Reinvention and the Community Services Block Grant:** President Reagan reduced the federal government’s role by consolidating many domestic social programs into block grants to the states in 1981.

While federal funding had been awarded directly to local agencies through several programs, the CSBG funds go to the states, which are required to allocate 90 percent of the funds to local “eligible entities,” most of which

are CAAs. No more than five percent of the federal funds may be used by the states to administer the grant, and the other five percent may be used to support state discretionary programs.

**In the 1980s, 1990s, and beyond:** The Community Services Network continued its emphasis on reducing dependency while it took on new responsibilities. This was especially true with regard to emergency services to the homeless where a portion of the Stewart B. McKinney Block Grant for the Homeless was designated for the CSBG. CAAs also undertook major new initiatives, such as developing and managing childcare services and early childhood programs for youngsters at risk. During a spate of natural disasters, CAAs took on major roles in coordinating and managing assistance from the Federal Emergency Management Administration (FEMA) and national charities, as well as recruiting volunteers from CAAs throughout the nation. For example, Weatherization crews from East Coast CAAs drove to the Midwest and worked with Midwestern CAAs to help the 1994 flood victims. (Katrina victims were also assisted by the network in 2005.)

As they have for over 40 years, CAAs continue to respond to the pressing problems faced by low-income people across the nation, while seeking new and effective ways to combat the causes, as well as the effects, of poverty.

**The Community Services Block Grant Impact:** Core funding for the Community Services Network comes from the federal Community Services Block Grant (CSBG). The CSBG funding supports both the unique mission and the many anti-poverty services of the network. The Community Services Network is unique in large part because of the flexible nature of the CSBG funding, which permits the shaping of national and state programs to meet local needs. The CSBG provides the funding that allows CAA leaders the time, facilities and staff to mobilize resources and to plan and integrate those programs and donations that best meet community needs. By coordinating multiple programs and resources, CAAs achieve their mission of creating opportunities for low-income people to overcome the challenges of poverty.

The Community Action Network serves over 13 million low-income people yearly.

## GENERAL INFORMATION

### WHAT IS A COMMUNITY ACTION AGENCY?

Community Action Agencies (CAAs) are private non-profit or public organizations that were created in accordance with the Economic Opportunity Act of 1964 to combat poverty in geographically designated areas. Community Action Agencies have tripartite boards designed to promote the participation of the entire community in the reduction or elimination of poverty and include elected public officials (or their representatives), private sector representatives, and representatives of low-income neighborhoods.

### THE COMMUNITY ACTION PROMISE

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

### PURPOSE AND MISSION

Community Action Agencies work to mobilize available local, state, private, and federal resources to assist low-income individuals and families, and to help them to acquire useful skills and knowledge, gain access to new opportunities, and achieve economic self-sufficiency.

Our purpose is to help alleviate poverty, promote self-sufficiency, revitalize local communities and otherwise assist people in need.

Shasta County Community Action Agency makes a significant, positive social and economic impact in the communities we serve by helping to meet the needs of thousands of people, by creating and maintaining employment opportunities and bringing millions of dollars into the local economy each year.

### MODE OF OPERATION

Community Action Agencies carry out their mission through a variety of means including: (a) community-wide needs assessments, (b) comprehensive antipoverty plans and strategies, (c) provision of a broad range of direct services, (d) mobilization of financial and non-financial resources, (e) advocacy on behalf of low-income people and (f) partnerships with other community-based organizations to eliminate poverty.

### THE COMMUNITY ACTION NETWORK

In the United States, there are about 1,100 national CAA's, as well as state and regional associations of CAAs, a national association (Community Action Partnership), and a National Association of State Community Services Programs (NASCSPP). The National Community Action Foundation (NCAF) is a separate non-grant funded organization that lobbies on behalf of the community action network.

## COMMUNITY ACTION FUNDING

The primary funding for Community Action programs comes from the federal Community Services Block Grant (CSBG). The CSBG supports both core operations as well as direct services provided by agencies. The Community Action Network is unique in part because of the flexible nature of CSBG funding, which permits the shaping of national and state programs to meet local needs. CSBG provides the funding which enables agencies to mobilize and coordinate other resources to meet a wide range of community needs.

The California Department of Community Services Development (CSD) is the agency designated to administer the Community Services Block Grant in California. Federal rules require that CSD allocate at least 90% of CSBG funds to Community Action Agencies.

## SHASTA COUNTY COMMUNITY ACTION AGENCY

Shasta County Community Action Agency is a public Community Action Agency serving the cities of Anderson, Redding and Shasta Lake, and the unincorporated area of Shasta County.

## MISSION

Shasta County Community Action Agency provides leadership, advocacy, and services assisting low-income and disadvantaged persons to achieve self-sufficiency.

## VISION

Providing community leadership through partnerships to improve quality of life and economic vitality.

## FISCAL YEAR

The Agency fiscal year begins the first day of July and ends the last day of June.

## GETTING UP TO SPEED

It takes time to get up to speed on all aspects of what the Shasta County Community Action Agency (SCCAA) does and how and why it does it.

Board members serve terms according to the SCCAA Bylaws. Public officials shall serve while in office and at the pleasure of the appointive body. Representatives of the poor shall serve an initial term of no more than three years; however, additional terms may be served if desired. Representatives of private organizations shall serve at the pleasure of their organization.

New members can become familiar with the agency and its operations by:

1. Reviewing material (by-laws, annual audit, annual report, etc.) sent to them when they are elected to the board.
2. Attending orientation sessions for new board members.
3. Thoroughly reviewing board packages.
4. Regularly attending board meetings, and other functions.
5. Asking questions!

The SCCAA staff:

- Recognizes that members are involved in many other activities, have many other interests and obligations, and that their time is valuable,
- Is committed to providing relevant, concise information in a timely manner so that members can conduct business effectively and responsibly, without having to spend an inordinate amount of time in the process, and
- Sincerely appreciates the fact that members serve on a voluntary basis and are willing to spend time and energy to support the agency.

## DUTIES OF A BOARD MEMBER

As a member of the board, you have a right to participate in all board deliberations and actions including, but not limited to the following:

- Bringing concerns to the attention of the board.
- Initiating relevant new business.
- Expressing opinions on issues or proposals before they are voted on.
- Requesting additional information on any subject before a vote is taken.
- Recommending ways to improve effective conduct of business by the board.
- Asking the chairperson to clarify the way in which a meeting is being conducted.
- Requesting that a vote be taken in a particular manner (roll call, hands, voice, or secret ballot).



- Asking that action taken by the board on any item of business be deferred to a later date.

## COMMUNITY ACTION BOARD

The Community Action Board (CAB) is a board representing a number of public, private and low-income interests. The Shasta County Community Action Agency, as the designated Community Action Agency for Shasta County, receives Community Services Block Grant (CSBG) funds from the U.S. Department of Health and Human Services through California's Department of Community Services and Development. The Shasta County Community Action Agency administers CSBG programs with the guidance of the Community Action Board.

The Community Action Board is comprised of twelve members, with four members representing each of three constituent groups: 1) Public Officials or their representatives; 2) Private Sector, consists of business, industry, labor, religious groups, welfare, education, or other major groups and interests in the community; and 3) Low Income Sector, or representatives of the poor residents within the Community Action Board jurisdiction.

## BOARD PRIORITIES

Our **first priority** is to maintain quality operations so that we do not lose grant funding we have, and so that we can be in a position to receive increases if and when they are awarded.

Our **second priority** is to ensure that we obtain sufficient funding and in-kind contributions from local sources to match our grants.

## POWERS OF THE BOARD

The powers of the Community Action Board include but are not limited to:

1. Determine and approve overall program plans and priorities
2. Enforce compliance with all conditions of grants and contracts from all sources
3. Determine, subject to funding source regulations and policies, rules or procedures for the Board
4. Select officers; and
5. Review and approve all new members of the Board

## RESPONSIBILITIES OF THE BOARD

The basic responsibilities of the Community Action Board are as follows:

1. Regularly attend board meetings and committee meetings to which assigned
2. Attend and participate in any training sessions required by the agency and/or funding sources
3. Support and advocate the purposes, programs and activities of the agency
4. Ensure involvement of a broad cross-section of the community in board activities
5. Encourage cooperation and coordination among other agencies and SCCAA in order to fill service gaps, avoid duplication, and maximize effective delivery of services
6. Generate public awareness and support of the agency's efforts.
7. Policies and procedures – Ensure that there are appropriate and adequate policies and procedures in place addressing the following:
  - By-Laws (describing how agency will be organized and governed)
  - Board Manual
8. Oversight and Governance – participate in the development, planning, implementation and evaluation of programs.
  - Development/Planning
    - review/refine mission statements
    - provide needs assessment input
    - identify/review/approve goals and outcomes for 5-year strategic plan
    - identify/review/approve goals and outcomes for annual funding applications, work plans and budgets
  - Implementation
    - meet Community Action Board responsibilities by attending meetings regularly, reviewing materials provided, making informed decisions, etc.
    - reviewing agency fiscal and program outcomes reports regularly
    - being aware of all major agency activities
  - Evaluation
    - using performance information in planning future programs
    - review and follow-up on annual audit report findings
    - review and follow-up on any monitoring report findings by funding sources
    - adhering to the following monitoring and evaluation schedule:

▪ Day to day Agency Operations	SCCAA Staff
▪ Quarterly Financial Review	Board
▪ Quarterly Outcome Review	Board
▪ Review of funding source monitoring reports	Board

## BOARD POLICIES AND PROCEDURES

### BOARD TERM LIMITS

Board term limits vary according to the representation of the tripartite board. Elected officials representing the public sector shall serve only while they are in office and at the pleasure of the appointive body for a term of one-year. Low-Income representing the low-income sector shall serve a three-year term. At the end of the three-year term, they may be appointed for an additional three-year term. Persons representing the private sector shall serve a three-year term. At the end of the three-year term, they may be appointed for an additional three-year term.

### BOARD ELECTIONS

Board elections are held annually. The Board Officers include a Chair and a Vice-Chair.

### POLICIES

Members are expected to comply with all requirements contained in the agency's Code of Ethics, Whistleblower, Conflict of Interest, and other applicable policies.

### INDEMINIFICATION OF MEMBERS, OFFICERS

The agency shall indemnify the members of the Board for all acts taken in good faith, within the scope of the Board's responsibility, and on behalf of the Agency.

### MEETINGS

#### A. Meetings

Regular Board meetings are held every other month on 3<sup>rd</sup> Wednesday at a time and place designated by the Board.

#### A. Attendance Policy

It is especially important that members attend meetings regularly. Quorums are required in order for any official business to be conducted. Meetings are scheduled far in advance so that members can make appropriate arrangements to attend.

Board members are expected to attend all board meetings. Members who miss an unacceptable number of meetings may be removed from the board. Board member who fails to attend two (2) consecutive regular meetings of the Board in a calendar year, may be removed from the Board.

**B. Meetings via Teleconference**

It is the policy of the board to conduct meetings in person and via teleconference. All board meetings in which one or more of the board members are participating by telephone will be conducted under the following rules:

- Public notification of the board meeting will include a telephone number to access for participation;
- All rules for calling meetings and notification of board members as spelled out in other sections of the bylaws will apply.
- All rules for conduct of the meeting, including role call and quorum, will be followed.
- Minutes of the meeting will be kept. Minutes will be reviewed and adopted by the board at the next regularly scheduled board meeting at which a quorum is present.

**C. Brown Act**

To the extent required by law, board meetings shall be open meetings as defined in the Brown Act. This law requires that any formal, casual or social gathering of two or more members of a committee, or the Board, to discuss some matter on which foreseeable action will be taken by the board, must be open to the public, publicly noticed, and minutes taken.

**D. Board Package**

Prior to each meeting a Board package is sent to each member. It contains an agenda and all of the information the members should need to conduct business at the meeting.

**NON-DISCRIMINATION STATEMENT**

In its employment and service delivery activities, SCCAA does not discriminate on the basis of race, color, national origin, sex, age, disability, religious belief, political affiliation or sexual orientation.

**RESULTS ORIENTATED MANAGEMENT & ACCOUNTABILITY (ROMA)**

The Government Performance and Results Act (GPRA) requires federally funded programs to demonstrate effectiveness and accountability by measuring and reporting actual program results (outcomes) versus planned results (outcomes) for each goal it addresses.

A. The management practice developed and used by the network of Community Action Agencies (CAAs) funded through the Community Services Block Grant is called **ROMA**. It is used to:

- implement the six **national goals** that CAAs address
- integrate **outcomes** or results into CAA operations

B. The six **national goals** CAAs address are:

Goal 1 (Family)	Low-income people become more self-sufficient.
Goal 2 (Community)	The conditions in which low-income people live are improved.

Goal 3 (Community)	Low-income people own a stake in the community.
Goal 4 (Agency)	Partnership among supporters and providers of services to low-income people are achieved.
Goal 5 (Agency)	Agencies increase their capacity to achieve results.
Goal 6 (Family)	Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

**C. Outcomes are:**

- \* Benefits to the family, agency, or community resulting from a program, service, or activity in which the CAA is a participant.

<b>Outcomes for each national goal are:</b>	
<b><u>Goal 1</u></b>	<b><u>Outcomes</u></b>
<b>(Family)</b>	1. Obtained Employment/Self-Employment for Unemployed Persons
	2. Obtained Employment/Self-Employment for Employed Persons
	3. Maintained Employment for at Least 90 days
	4. Increased Earned Income from Previous Reporting Period
	5. Increased Total Household Resources from Non-Employment Sources
	6. Increased Ability to Manage Income and Use Assets to Achieve Self- Sufficiency
	7. Obtained Adequate, Safe, Affordable, Unsubsidized, Permanent Housing
	8. Eliminated/Reduced Barriers to Employment and Self-Sufficiency
<b><u>Goal 2</u></b>	1. Low-income people have improved access to employment, housing, capital, and essential services due to expanded capacity

<b>(Community)</b>	2. The supply of jobs, adequate and affordable housing, community facilities, capital and lending programs or essential services is increased
	3. CAA resources expand capacity of other agencies to serve low-income people
	4. The quality of life in low-income neighborhoods is improved
<b><u>Goal 3</u></b>	1. Low-income people participate in formal community organizations, government boards or councils that provide input to decision-making and policy setting through CAA efforts
<b>(Community)</b>	2. Low-income people participate in advocacy activities
	3. Low-income people participate in social or volunteer activities
	4. Low-income people own businesses and homes in their communities
<b><u>Goal 4</u></b>	1. Partnerships or collaborations to coordinate service delivery, improve program efficiency, streamline administration and/or eliminate the duplication of services
<b>(Agency)</b>	2. Partnerships or collaborations to improve community planning
	3. Partnerships or collaborations to achieve specific family outcomes
	4. Other types of partnerships or collaborations
<b><u>Goal 5</u></b>	1: Agencies leverage external resources to increase their capacity to serve low-income people
<b>(Agency)</b>	2: Agencies leverage external in-kind and donated resources to increase their capacity to serve low-income people
	3: Agency organizes and operates its programs, services, and activities toward accomplishing family and community outcomes
	4: Agency organizes and operates its programs, services, and activities toward accomplishing family and community outcomes

	5: Agency staff obtains credentials that improve their capacity to achieve results
<b>Goal 6</b>	1. Increased education and/or skills
<b>(Family)</b>	2. Increased family skills and strengthened families
	3. Increased ability to manage income
	4. Obtained, maintained, or improved housing arrangements
	5. Reduced or eliminated an emergency need
	6. Improved or maintained nutrition
	7. Obtained access or links to services
	8. Improved or maintained physical or behavioral health
	9. Children and youth participate in services that support their growth and development
	10. Seniors participate in services that support independent living
	11. Increased other supports to eliminate causes of poverty

D. In order to demonstrate total performance by agencies, not just relative to CSBG funded activities, 12 **national performance indicators** have been adopted in an effort to standardize reporting for all agencies in the community action network.

The <b>national performance indicators</b> for each national goal are as follows:	
<b>Goal</b>	<b>Indicator</b>
<b>1</b>	1. The number of low-income participants in agency initiatives that get a job or become self-employed
	2. The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through agency assistance

	3. The number of low-income households that achieve an increase in financial assets and/or financial skills through agency assistance
<b>2</b>	1. Increase in, or preservation of, opportunities, resources or services for low-income people through agency initiatives or projects
	2. The quality of life and assets in low-income neighborhoods are improved by agency efforts
<b>3</b>	1. The number of volunteer hours donated to agency efforts
	2. The number of low-income people mobilized to engage in activities that support and promote their well-being and that of their community
<b>4</b>	1. The number of organizations the agency works with to expand resources and opportunities for low-income families and communities
<b>5</b>	1. The number of dollars mobilized by the agency
<b>6</b>	1. The number of individuals that maintain independent living through agency services
	2. The number of low-income individuals or families who received emergency assistance through the agency
	3. The number of infants, children, youth, parents and other adults participating in developmental or enrichment programs that achieve program goals

E. Each CAA collects information about the unique set of goals, outcomes, and indicators it is funded to address in its particular locality, and submits cumulative **annual reports** to the office in state government responsible for administering the CSBG (in California it's the Department of Community Services Development).

The State office then submits **annual reports** to the National Association for State Community Services Programs (NASCS), which in turn submits a report to the Office of Community Services (OCS) within the U. S. Dept. of Health & Human Services (HHS).

F. Board members participate in ROMA in several ways:

- Reviewing/approving mission statements, needs assessments, delivery systems and coordination efforts to assist in the development of the Community Action Plan.
- Reviewing/approving strategic and self-sufficiency plans identifying which national goals to address
- Developing/reviewing/approving specific planned outcomes for annual work plans and funding applications.



- Conducting internal monitoring visits, and reviewing/evaluating quarterly reports of program accomplishments versus planned outcomes.

## PROGRAMS OPERATED BY SCCA

### COMMUNITY SERVICES BLOCK GRANT

This program is funded by the U.S. Department of Health and Human Services, providing comprehensive support to families experiencing chronic financial crisis, and who demonstrate a commitment to overcoming barriers to achieve a higher quality of life.

### HOUSING REHABILITATION

This is a program that assists low-income homeowners in making health and safety repairs to their homes. Typical repairs include replacing windows, roofs, plumbing, electrical and more. The repairs conducted must be a system of the home (i.e. fencing and landscaping are not eligible) and will be brought up to standard, no luxurious items are permitted.

### DOWN-PAYMENT ASSISTANCE

This is a program where participants work with a lender, realtor and the County to purchase their first home. Participants must secure a first mortgage with a lender of their choice and contribute three percent (3%) of their own funds to buy their first home. A first-time homebuyer typically has not owned a home in at least three years.

### TENANT-BASED RENTAL ASSISTANCE

This is a 12-month rental assistance program where rental assistance is paid directly to the landlord on the tenant's behalf. An inspection is completed prior to each tenant moving into the home to ensure that the unit they are residing in while receiving assistance is decent, safe and sanitary. Rent limits are provided by California Department of Housing and Community Development to ensure that the tenant is not being overcharged for affordable housing. The source of funds can also be used to pay for a security deposit and a utility deposit on behalf of the tenant upon moving into the unit.

## HOMELESS SERVICES

### EMERGENCY SOLUTIONS GRANT (ESG) PROGRAM

The Emergency Solutions Grant Program (ESG) is a short to medium-term rental assistance program to assist those who are homeless or at-risk of homeless in the 7 county Continuum of Care region. Using the Homeless Management Information System and Coordinated Entry Process, ESG provides rental assistance those who are the highest risk of vulnerability. Short-term rental assistance assists with rent for up to 3 months.

Medium-term rental assistance assists with rent for up to 24 months. ESG also provides funding to support the Homeless Management Information System staff and licenses.

### HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)

Homeless Management Information System is a web-based database used to confidentially aggregate data on homeless populations served in the United States. Such software databases record and store client-level information on the characteristics and service needs of homeless persons. The agencies that use HMIS are Hill Country Community Clinic, Shasta Community Health Center, FaithWORKS, Inc., North Valley Catholic Social Service, Inc. and more.

### CONTINUUM OF CARE LEAD AGENCY

The Community Action Agency oversees the Continuum of Care (CoC) Coordinator contract, the collaborative application and the HMIS/Coordinated Entry systems. As the lead agency, funds are secured to pay for the CoC Coordinator. The CoC Coordinator funding sources include the City of Redding, McConnell Foundation, Redding Rancheria, US Department of Housing and Urban Development and more.