

Introduction to Community Level Work



North Dakota Training Conference

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Agenda

- Why focus on Community Level Work?
 - What is different?
- What were we reporting on when we do Community Level Work?
- What are the steps in creating a Community Level Initiative?
- How do you report on Community Level Work?
 - Using the Community Initiative Status Form and the Review Checklist
- Identifying Value for Aligned Contributions and Mutually Reinforcing Activities
- Next Steps?

Why Focus on Community Level Transformation

- It's in our history – Community Action focus on root causes of poverty
- It's in our future – Human Capacity and Community Transformation Initiatives
- We have the tools – Module 3 is your *Community Transformation Report*
- It isn't easy – CAAs can't do it alone... we need community partners and we need to learn from other communities

The National Community Action Network Theory of Change

Community Action Goals

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

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

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



Services and Strategies

Employment



Education & Cognitive Development



Income, Infrastructure & Asset Building



Housing

Health/Social Behavioral Development



Civic Engagement & Community Involvement



Core Principles

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

Performance Management

How well does the network operate?

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

What difference does the network make?

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

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

Human Capacity and Community Transformation Initiatives

- The new HCCT Center of Excellence and RPIC grants started September 30, 2019 and will run for three years.
- Every state will choose approximately one to three initiatives to participate in a national effort that will include targeted T/TA and regional collaboration and meetings.
 - We still are in the early stages and are not sure what this will look like at this stage.
- Broader T/TA will be provided to the CSBG Network to encourage the implementation of community-level initiatives.

What were we doing?

Historically a limited number of CAAs reported on community level results (Old Goal #2)



Old Goal #2. The conditions in which low-income people live are improved. (2015 report)

28%	2.1 A	Jobs created, or saved, from reduction or elimination in the community
17%	2.1 B	Accessible "living wage" jobs created, or saved, from reduction or elimination in the community
24%	2.1 C	Safe and affordable housing units created in the community
57%	2.1 D	Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by Community Action activity or advocacy

Old Goal #2. The conditions in which low-income people live are improved.

6%	2.2 A	Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets
15%	2.2 B	Increase in the availability or preservation of community facilities
18%	2.2 C	Increase in the availability or preservation of community services to improve public health and safety
8%	2.2 D	Increase in the availability or preservation of commercial services within low-income neighborhoods
18%	2.2 E	Increase in or preservation of neighborhood quality-of-life resources

Why Such a Low Response to the Previous Community Level Goal?

- During the past several years of development of the new Performance Management Framework, local agencies were surveyed to find out why there was such low responses.
- We found two main reasons that show CAAs have always done this work but the reporting did not fully capture what was being done and the associated outcomes:
 - The old NPIs did not capture all of the community level work of the CAAs, so they couldn't find a place to report what they were doing.
 - It takes many years to reach an outcome at the community level, and so an agency may report only once in 3 or 5 years.

Increased Assets



“opportunities”
“resources”



You can see the focus has been on counting the expansion of “assets”

- Many of which have been done independently by agencies who secure funding for a project, develop the project and then manage it as long as funding is available.
- The discussion about this kind of project work has concluded that it does not follow a broad understanding of community change work.
 - The addition of assets is seen in many circles to be a strategy not an outcome.
- You will see that the “counts” in the new CSBG Annual Report continue to accept reporting on this kind of community level NPIs, but also ask agencies to identify what the “count” means in relationship to the identified need.

What did the “asset” change?

- What is the purpose of the asset (or resource)?
- What happens because the asset exists in the community?
 - Does the increase of jobs produce a decrease in unemployment?
 - Does the addition of housing units increase the percent of families with low income who can afford to live in safe housing?
 - Does weatherization of housing units change the nature of the community?
 - How does the creation of a new facility impact the community?

What is community level work?



Why Work at the Community Level?



Community Level Work

- Work at the **community level** is about **changing the conditions and environment** (e.g., assets, infrastructure, capital) where households with low incomes live and work.
- It's about transforming the structural causes and factors contributing to poverty or addressing community-wide statistics through a coordinated and targeted effort at multiple levels of society.

Community Level Work

Must have three things:

<u>Definition of Community-Level Work</u> Does the Initiative:	
✓	Meet a clearly identified community need?
✓	Result in community change that is observable and measurable? AND Is that change a direct result of the initiative?
✓	Include community strategies that engage external stakeholders? (e.g., customers, community partners or others in the community)

Needs Assessed

- It all starts with the needs assessment.
- When agencies conduct Community Needs Assessments, they identify causes and conditions of poverty that may be unique to their own community.

Standard 3.4

- *The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.*

Assessing Levels of Need

Community Condition/Issue (Community Needs Assessment)	Community-Level Outcome (reported in Module 3)	Individual/Family Issue (Community Needs Assessment)	Individual/Family Outcome (reported in Module 4)
Our community lacks living wage jobs.	Increase living-wage jobs (positions available) in the community.	Individuals lack skills to obtain living wage jobs.	Individuals obtain a credential, certificate or degree that relates to available jobs.
There is a need for more affordable housing.	Add affordable housing units to the community.	Individuals lack resources to pay their rent.	Increased the number of participants who obtained permanent, affordable housing.
There are no doctors in the community.	A new clinic with doctors has been added to the community.	Individuals need regular and consistent medical care.	Increased the number of individuals who have improved their health.

What are the Steps in Starting a Community Level Initiative?

WHEN YOU HAVE DECIDED TO FOCUS ON A COMMUNITY PROBLEM, WHAT DO YOU DO?

STEP ONE:

Identify and verify the need



Support the need with data
Analyze the factors related to the need



Establish a strong statement of need

- Statement of need establishes the focus and rationale for the project
 - It must be a **concise and coherent statement** that is easily understood by the general public
 - If you do not have a compelling need, you do not have a compelling project
- Clearly state why you know it is a community problem
 - Use comparison **data to contextualize** the need.
 - Provide **qualitative and quantitative data** to support the need

Avoid circular reasoning

- Some times we think that just identifying the absence of something can be identified as the problem
- For example:

“The problem is that we have no youth center.
The solution is to build a youth center.”
- But *why do you want a youth center?*
 - What makes you think a youth center is needed?
 - What data will back up your identification of this as a need?
 - What will change because there is a youth center?

Identify level of need – Homelessness Reduction Project

- Your Community Needs Assessment data may point to more than one level of need:
 - Raw Data shows we have 3000 homeless people, which is 3% of the total population of the community.
 - Of the 3000 homeless individuals,
 - 430 of them are classified as chronically homeless.
 - 30 or 1% of them are currently documented as receiving services from multiple agencies.
 - What else do we need to know about the raw data statement?

What are the needs?

Individual/family level needs

Homeless individuals have limited options for shelter.

Children in homeless families have difficulty maintaining regular school attendance.

Homeless individuals are unable to secure or maintain work because of lack of personal hygiene or clean clothing.

Community level needs

There is only one emergency shelter, and it is for men only.

There are no “day facilities” for homeless in our neighborhood.

While the shelters offer evening meal and some morning snack, there are no “soup kitchen” meals at lunch.

Verifying the Need



Use data to verify the need



Gather and Review the Assessment data

Qualitative data:

- What do people tell you about the need?
- Who are the people with the need? What is important to them?

Quantitative data:

- What statistics verify the need?
- How recent is the data?
- What is scope?
- Is there concentration in one neighborhood?
- One segment of the population?

Dig Deeper

Individual/family level needs

Homeless individuals do not have a plan to get back into housing.

Homeless individuals report difficulty in securing services from multiple agencies.

Individuals reported they were unable to secure or maintain housing (*some because of \$, some because of lack of skills, some because of mental illness or substance abuse issues*)

Community level needs

The community has very few support services designed to help homeless individuals get back into housing.

There is no community-wide system connecting providers of services to the homeless.

The community is experiencing an increase in numbers of homeless who were released from institutions without anywhere to go.

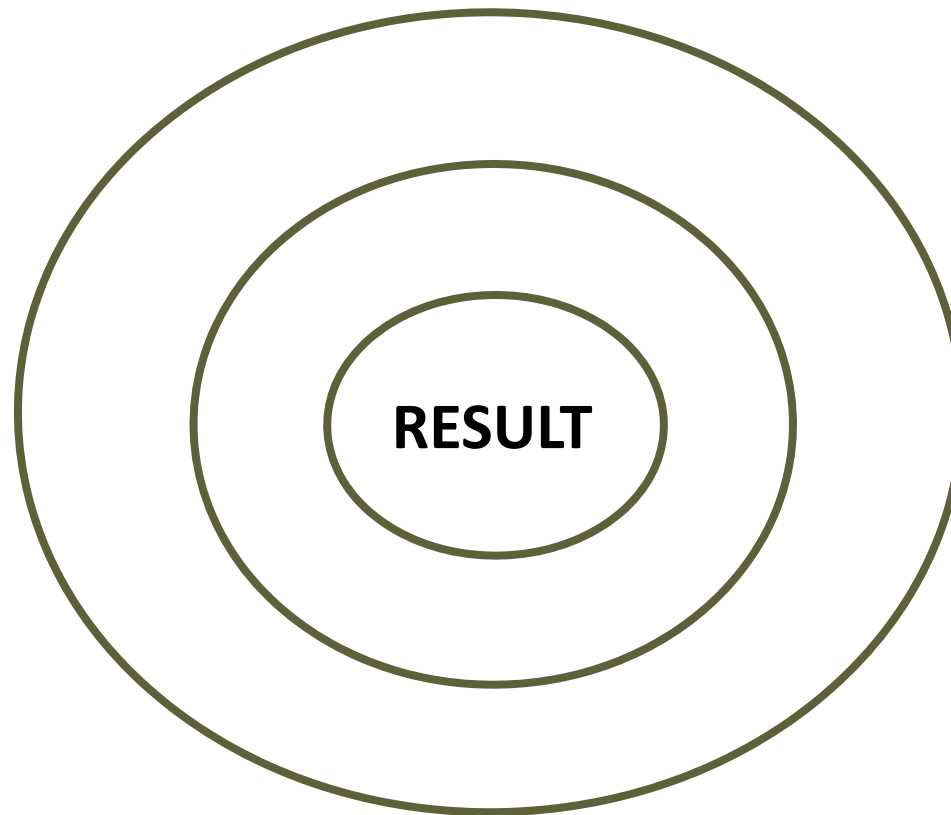
Step Two: Identifying Outcomes



We are “results oriented” so we need to identify what will happen



What change do you think will happen?



What will change?

Individual/family level outcomes

Homeless individuals have adequate emergency shelter.

Children in homeless families are able to maintain regular school attendance.

Homeless individuals are able to secure or maintain work.

Homeless individuals have a plan to get back into housing.

Community level outcomes

There is a new emergency shelter for families in the community.

There are three new “day facilities” in our neighborhood, which offer hygiene facilities and lunch.

Long term change:

Community level outcomes
Decrease homelessness in the community.
Decrease the percent of homeless people in the community.
Decrease in the percent of homeless people who are chronically homeless.

Step Three: Identifying Strategies



What will you do?



Strategies

- *Strategies* work at the community level to bring together various stakeholders at different levels of the community, raise awareness, and prompt action and policy changes.

When thinking about strategies, assure you are not:

- Jumping to the strategy before understanding what is contributing to the condition you want to change.
- Confusing “tactics” with “strategies”
 - Technical Operations fixes and Organizational Work Flow processes can masquerade as community strategies when they are really a part of agency capacity building activities.

Community Level Strategies

- Need ideas? Review the list from the CSBG Annual Report, Module 3.
- Remember that community level work will engage many different activities that may be pulled together to create a comprehensive strategy.
- It is important to identify the partners that will work together to address the big community need.
 - Each of these will have unique strengths and resources to add to the strategy.

Picking a Factor – An Example of One of the Many Factors to be Addressed

Outcome : Decrease homelessness rate

Pick a Focus Factor:

Research has shown that when homeless individuals receive multiple coordinated services, they are more likely to move out of homelessness than their peers who receive only shelter or fragmented services.

What can you expect to change:

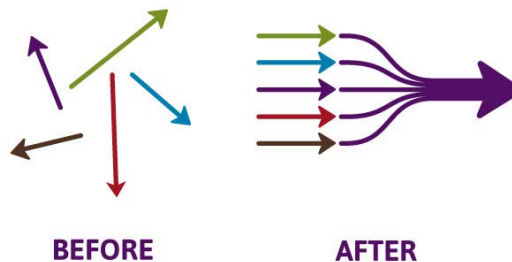
Improve the system to enable the homeless population to receive services from multiple providers. Change policies where necessary.

Strategies:

- Develop MOUs between service providers
- Establish outreach to homeless community identifying how to access multiple services
- Create cross-training and on-going support for front line staff of the various providers so they can facilitate the intent of the MOUs

Who Is With You?

- One of the first steps in identifying what YOU will do, is to identify the other individuals, groups, organizations, businesses, policy makers, etc. who will have a role in this initiative.
 - Consider who is recognized as being connected with the specific need you will be addressing.
 - Identify others with a similar mission to yours (related to this initiative).



Mutually Reinforcing Activities

- The power of collective action comes not from the sheer number of participants or the uniformity of their efforts, but from **the coordination of their differentiated activities through a mutually reinforcing plan of action.**
- Mutually reinforcing activities ensures that the significant efforts and activities of collaborators are aligned towards achieving the common agenda and shared measures.

Example: 2020 Plan to Reduce Poverty



What is the 2020 Plan?

The **2020 Plan** is a collective impact initiative designed to reduce the poverty rate by 30% by 2020 in South St. Petersburg, an area that occupies about one-third of the City of St. Petersburg and is the largest concentration of poverty in Pinellas County, Florida. The area is also home to 78% of St. Petersburg's African American population.

The 2020 Plan formula for accelerating poverty reduction is simple: to help 2,000 “working poor and willing” parents to increase their family income to above the poverty line.

[Learn More](#)

Example: 2020 Plan to Reduce Poverty

	Goal	Achieved	% Goal Achieved	On Track ?
Micro & Small Business Development				
Raise funds to expand business services	\$10 million	\$2.4 million	24%	✓
Help entrepreneurs launch & grow firms	500	393*	79%	✓
Target contracts to community firms	\$25 million	\$450,000	2%	?
Family Wrap Around Services				
Grow no. of poverty-exit programs	+12	+10	83%	✓
Help more people start programs	+1,570	+441	28%	✓
Workforce Development				
Recruit employers to target jobs	100	27	27%	?
Help more people enter new, better jobs	+1,500	+300	20%	✓
Engage more youth in employment	+1,000	+373	37%	✓
Economic Development				
Projects targeting construction contracts	10	2	20%	?
Targeted construction contracts	\$75 million	\$7.2 million	9.6%	?
Job creators supported (e.g., developers)	40	20	50%	✓
Collectively Raise Funds				
Raise funding to expand services above	\$78 million	\$5.7 million	7%	?

Step Four: Identify your measures

What are the “indicators” of change?



How do you know your strategies are working and there is a change?

What will you measure?

Use the Community Indicators from the CSBG Annual Report



What can you measure?

Homelessness Reduction Project

- A comparison of the October homeless count will tell you if you are decreasing the number of homeless people in the community.
- The existence of a new facility can easily be documented.
- The collaboration of service providers can be documented:
 - How many homeless people are being served by multiple agencies?
 - Describe the difference in the “system” of collaboration for accessing services from multiple providers.
- Engage institutional aid in post release follow up. Did the percent of individuals released with out an adequate pre-release plan decrease? Did the percent of post-release homeless individuals decrease?

How do You Report on Community Level Work?

USING MODULE 3 OF THE ANNUAL REPORT

Module 3, Section A: Community Initiative Status Form

Name of CSBG Eligible Entity
Reporting:

	Use the dropdown menu to select the response where appropriate.
1. Initiative Name	
2. Initiative Year	1-7+ years
3. Problem Identification	Narrative (Provide a narrative on the scope of the problem)
4. Goal/Agenda	Narrative (Provide a narrative on the goal/agenda)
5. Issue/CSBG Community Domains	Employment; Education and Cognitive Development; Income, Infrastructure, and Asset Building; Housing; Health and Social/Behavioral Development; or Civic Engagement and Community Involvement
6. Ultimate Expected Outcome	Community Level National Performance Indicators (NPIs) (Reference the Community NPIs listed in Section B)
7. Identified Community	Neighborhood, City, School District, County, Service Area, State, Region, or Other
8. Expected Duration	Narrative (Provide the range in years, e.g. 1-3 years)

9. Partnership Type	Independent CAA Initiative, CAA is the core organizer of multi-partner Initiative, or CAA is one of multiple active investors and partners
10. Partners	Narrative (Provide a narrative on the key 1-3 partners)
11. Strategy(ies)	Select from the Community Level Strategies listed in Section C
12. Progress on Outcomes/Indicators	No Outcomes to Report, Interim Outcomes, Final Outcomes
13. Impact of Outcomes	Narrative (Provide additional information on the scope of the impact of these outcomes. e.g. If an initiative created a health clinic, please describe how many individuals and families are expected to be impacted.)
14. Outcomes/Indicators to Report	Community Level National Performance Indicators (NPIs) (Reference the Community NPIs listed in Section B)
15. Final Status	Initiative Active, Initiative Ended Early, Initiative Ended as Planned, Completed Still Delivering Value
16. Lessons Learned	Narrative

Crosswalk Logic Model and Community Initiative Status Form

CAA and 7. Identified Community

Program: 1. Initiative Name

☐ Family ☐ Agency ☒ Community

2. Initiative Year

8. Expected Duration

Identified Problem, Need or Situation	Service or Activity <i>the # of to be served; the # of units of service offered; the time frame for the project.</i>	Outcome General statement of results expected	Indicator <i>Projected # expected to achieve each outcome divided by the number served -> the % expected to achieve</i>	Actual Results <i>Actual # of clients who did achieve each outcome divided by the number served -> the % actually achieved</i>	Measurement Tool <i>Evidence, proof the change occurred</i>	Data Processes <i>Collection Procedures, Personnel Responsible</i>	Frequency of Data Collection and Reporting
Planning	Intervention	Benefit	Performance	Performance	Accountability	Accountability	Accountability
3. Problem Identification 5. Issue/CSBG Community Domains	9. Partnership Type 10. Partners 11. Strategy(ies)	4. Goal/Agenda	6. Ultimate Expected Outcome (as measured by NPIs)	13. Impact of Outcomes How many to be impacted 14. Outcomes/Indicators to Report	12. Progress on Outcomes /Indicators 15. Final Status 16. Lessons Learned <i>Proof/measurement of change is a part of the Lessons Learned discussion</i>		
Mission:							

Example

3. Problem Identification

Housing has appeared in the top five community needs in every county XXXX serves for over a decade as cited by customers, stakeholders, and national data and research. XXXX persistently lacks housing that meets the needs of the low-income households that Community Action serves. Challenges facing Housing are 1) Affordability (rental housing a working family can afford), 2) Accessibility (less than 1% vacancy, long waiting lists for subsidized units, credit checks and other barriers for market housing), 3) Quality (substandard mobile homes and aging, unmaintained rental units) and always the sheer lack of units. In 2018, XXX County needed to build 7,996 rental units to meet the existing unmet need for low income renter households (making 60% of the Area Median income). In XXX, the Fair Market Rent (FMR) for a two-bedroom apartment is \$762 . In order to afford this level of rent plus utilities – without paying more than 30% of income on housing – a household must earn \$2,539 monthly or \$30,468 annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into a Housing Wage of \$14.65. In XXX, a minimum wage worker earns an hourly wage of \$7.25 . In order to afford the FMR for a two-bedroom apartment, a minimum wage earner must work 81 hours per week, 52 weeks per year. Or a household must include 2 minimum wage earners working 40 hours per week year-round in order to make the two-bedroom FMR affordable. Seventy percent of XXX's jobs do not pay a housing wage. Chronic housing instability undermines any program that helps low-income working people as well as others toward making progress for economic independence. Sources: XXX Community Needs Assessment surveys and reports 2013-2017 and associated data sources. XXX Advisors 2017 XXX County Market Study. XXX 2018-19 Community Survey (in progress).

Connecting Indicators With Outcomes

- An indicator is a specific piece of information that allows you to measure all or part of the outcome.
- You often need to use several different indicators to get a sense of progress toward the outcome.

Module 3, Section B: Community National Performance Indicators (NPIs)

- The new CSBG Annual Report and revised Community NPIs allows for better tracking of community level work.
- The CNPIs are a menu of options arranged in the domains identified in the National Theory of Change.
- There are two indicator types:
 - counts of change
 - rates of change.
- Every domain includes an “other” option.

National Performance Indicators (NPIs)

Module 3

Counts of Change	Counts of Change for Employment Indicators (CNPI 1)	I.) Identified Community (auto-populated)	II.) Target (#)	III.) Actual Results (#)	IV.) Performance target accuracy (% auto calculated)
	CNPI 1a Number of jobs created to increase opportunities for people with low incomes in the identified community.				#DIV/0!
	CNPI 1b Number of job opportunities maintained in the identified community.				#DIV/0!
	CNPI 1c Number of "living wage" jobs created in the identified community*.				#DIV/0!
	CNPI 1d Number of "living wage" jobs maintained in the identified community*.				#DIV/0!
	CNPI 1e Number of jobs created in the identified community with a benefit package.				#DIV/0!

Rates of Change	Rates of Change for Employment Indicators (CNPI 1)	I.) Identified Community (auto-populated)	II.) Baseline existing starting point used for comparisons (%)	III.) Target (%)	IV.) Expected % change from baseline (Target % auto calculated)	V.) Actual Results (%)	VI.) Actual % change from baseline (% auto calculated)	VII.) Performance target accuracy (% auto calculated)
	CNPI 1f Percent decrease of the unemployment rate .				#DIV/0!		#DIV/0!	#DIV/0!
	CNPI 1g Percent decrease of the youth unemployment rate .				#DIV/0!		#DIV/0!	#DIV/0!
	CNPI 1h Percent decrease of the underemployment rate .				#DIV/0!		#DIV/0!	#DIV/0!

ACTIVITY



Using the Community Initiative Status Form Review Checklist



For additional tools, resources and information on Module 3, visit the [NASCSP website](#).

	Use the dropdown menu to select the response where appropriate.	Questions to Consider During Review	Responses/inquiries
1. Initiative Name			
2. Initiative Year	1-7+ years	<input type="checkbox"/> This a new initiative. <input type="checkbox"/> If not new in the current year, the number of years it has been operating is identified.	
3. Problem Identification Responses here should address the first definition of Community Level work: <input checked="" type="checkbox"/> The initiative meets a clearly identified community level need.	Narrative (Provide a narrative on the scope of the problem)	Check if this narrative: <input type="checkbox"/> Clearly articulates a community level need. <input type="checkbox"/> Includes supporting data. <ul style="list-style-type: none"> Are data sources cited? Is baseline data provided? Is data representative of the Identified Community (line 7)? <input type="checkbox"/> References the agency's community needs assessment (CNA). <ul style="list-style-type: none"> Does the quote from the CNA clearly identify the need at the community level? Does the narrative also specify what data supported the needs assessment finding? 	
4. Goal/Agenda Responses should address the second and third definitions of Community Level work: <input checked="" type="checkbox"/> The initiative results in community change that is observable and measurable AND that change is a direct result of the initiative.	Narrative (Provide a narrative on the goal/agenda)	Check if this narrative: <input type="checkbox"/> Clearly articulates a goal statement/ultimate goal for this initiative. (i.e. - "The ultimate goal of this initiative is to ____.") <input type="checkbox"/> Indicates whether there are interim goals. (i.e. - "During this fiscal year/next few years, the initiative will work to achieve ____.") <ul style="list-style-type: none"> Are any interim goals reflected in the CNPIs reported (line 14)? <input type="checkbox"/> Describes how the initiative addresses the problem (line 3) at the community level -- the community change will result. (i.e. - if need was	



Handouts

EXAMPLES FOR REVIEW CHECKLIST ACTIVITY



Closing Thoughts

*Feed back from the field as we worked to modernize the
CSBG Performance Management System*



Feedback From the Field (2013 – 2016)

Top three community level projects reported:

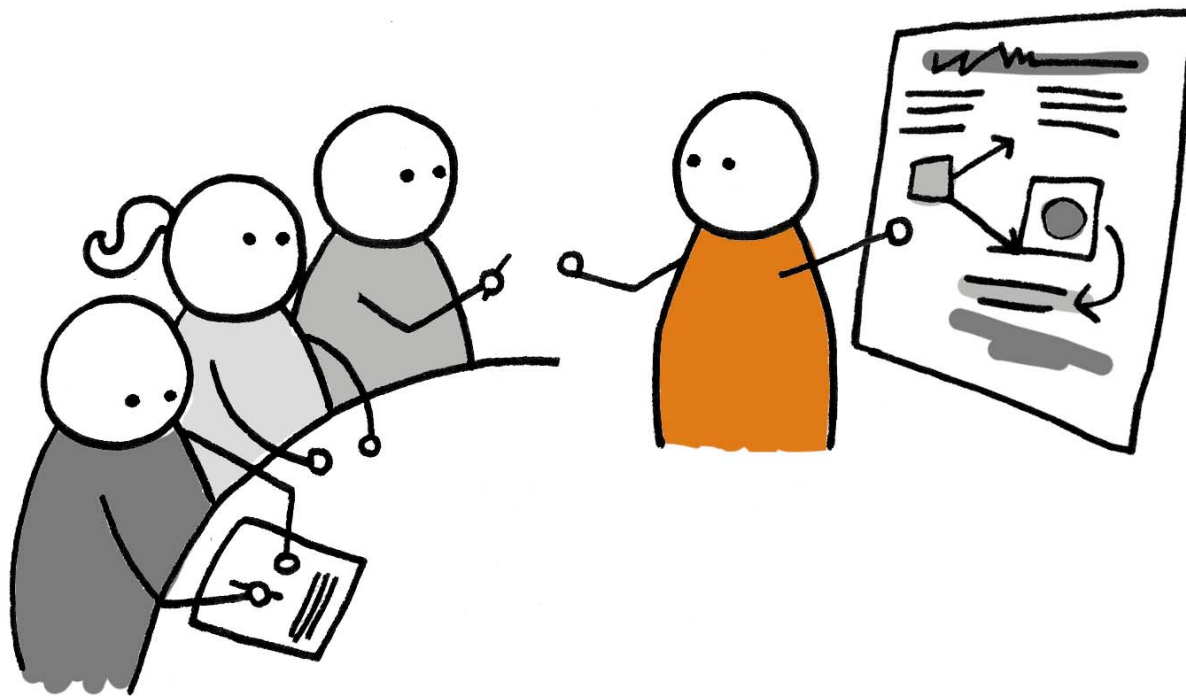
- Agencies engaged in **systems change** initiatives – working with partners to increase the way services from multiple providers are working together to meet multiple needs of individuals and families.
- Agencies working to actually **build or improve existing buildings** so that **affordable housing stock** is available.
- Agencies working with partners to address **educational outcomes** – both school readiness and high school graduation

Feedback From the Field (2016 -2017)

Top three issues raised in discussions about deepening understanding of community work:

- Programs provided in the community that serve individuals and families are not automatically a community initiative
- Just because an agency is engaged in a strategy listed in Module 3, this does not automatically mean that there is a community initiative in place.
- Outcomes are very broad (reduce homelessness) and do not identify any specifics about what the outcome will look like. No clear baseline. No clear indicator of change.

NEXT STEPS



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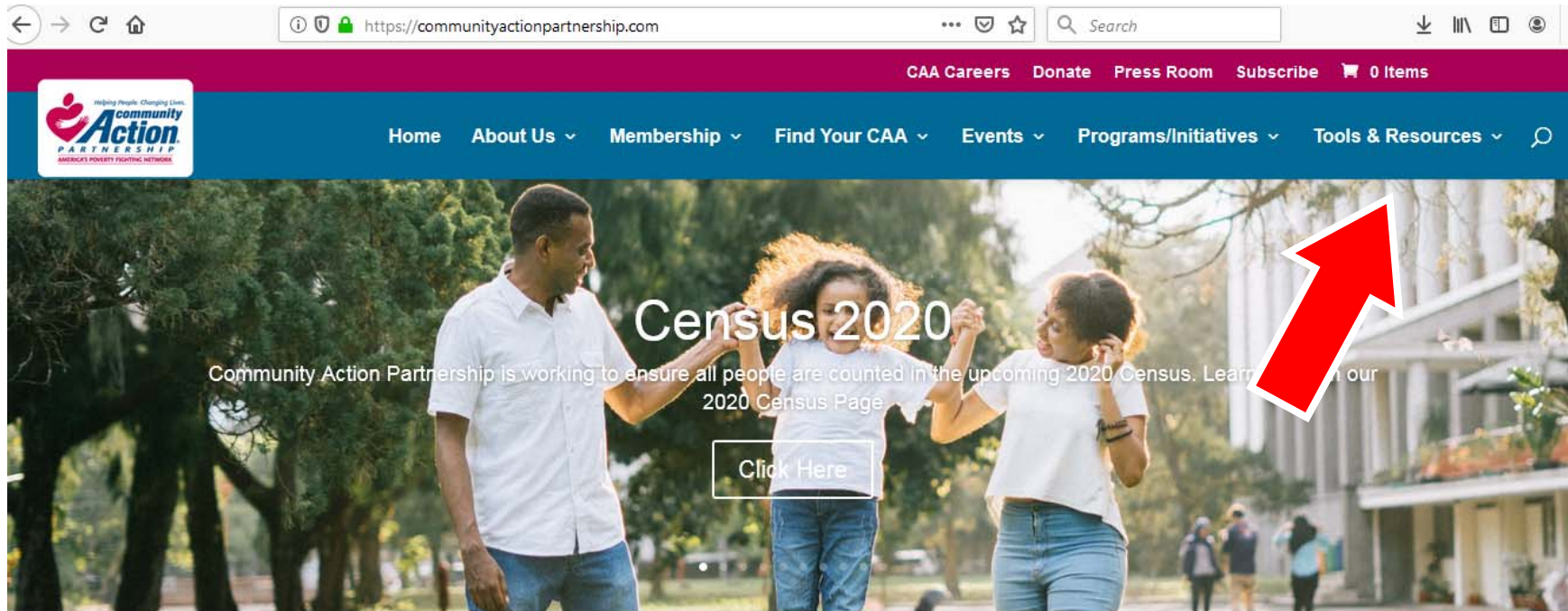
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BACKBONE OR



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Annual Report



The Office of Community Services (OCS) received OMB approval for a new CSBG Annual Report on January 12, 2017. Additional information about the implementation of the CSBG Annual Report is detailed in IM 152 CSBG Annual Report, released by OCS on January 20, 2017. The new CSBG Annual Report will eventually replace the CSBG IS Survey. The new report will be implemented through a phased-in approach over two years. OCS released Action Transmittal 2017-01 on the Submission of Module 1 of the CSBG Annual Report for Fiscal Year (FY) 2016. This Action Transmittal provided a one time extension for submitting Module 1 in OLDC from March 31, 2017 to April 7, 2017. The due date for submission of the CSBG IS to NASCSP was also extended to April 7, 2017.

CSBG Annual Report Implementation: Two Phases

Phase 1

- FY16 & FY17
- Module 1 is completed in OLDC
- Local Agency data is completed in the CSBG IS Survey

Phase 2

- FY 18
- Module 1-4 are completed in OLDC
- No data is reported in the CSBG IS Survey

CSBG

Services and Technical Assistance

CSBG Resources

> Data Collection and Reporting

> Annual Report

Module 1

Module 2

Module 3

Module 4

Instruction Manuals

DATA Task Force

CSBG IS Survey

National Report and State Fact Sheets

Advocacy



ROMA Next Generation Video Series



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