Virginia Office of Economic Opportunity

Transforming Virginia's Community Action Network

*Virginia's **9 Transforming Goals** are designed to shift the focus of community action agencies from traditional, service-oriented models to broader, community driven solutions for poverty elimination.*



Virginia Office of Economic Opportunity

TRANSFORMING VIRGINIA'S COMMUNITY ACTION NETWORK

The nine transforming Virginia goals developed by the Virginia CSBG Office and the Virginia Community Action Agencies (CAA) in 2019 aim to shift the focus of community action agencies (CAAs) from traditional, service-oriented models to broader, community-driven solutions for poverty elimination. Here's a breakdown of the goals and the changes they promote:

1. **One more nonprofit in the community → CAA's as the recognized, go-to poverty-elimination leaders in the community** - This goal emphasizes that CAAs should be seen as primary leaders in the community's efforts to eliminate poverty, moving beyond just being another nonprofit.

2. **Inward focus; CAA is knowledgeable about its own agency and services → CAA's as experts and resources on poverty, poverty resources in the community, and solutions to poverty** - CAAs are encouraged to position themselves as experts in both the realities of poverty and the resources available to combat it, becoming go-to resources for solutions.

3. **Focused on day-to-day service delivery and agency survival → Focused externally on collaborative partners to reach mutual community goals** - This transition encourages CAAs to collaborate with other organizations and stakeholders in the community, rather than focusing solely on day-to-day operations and survival.

4. **CAA plays no role in development of the broader community → CAA's have an active role in community and economic development as a solution to poverty** - CAAs are expected to take an active role in driving community and economic development, addressing the systemic causes of poverty rather than just its immediate effects.

5. **Little or no community voice → CAA's are recognized and acting as the community's voice (advocate) for people in poverty** - This shift highlights the importance of CAAs acting as advocates, ensuring that the voices of those affected by poverty are heard in decision-making processes.

6. **CAA staff are skilled at service delivery in specific program areas → CAA includes staff with strong expertise in community problem-solving, collective impact models, convening, and leadership** - The focus is on building staff capacity not only in specific service areas but also in areas like leadership, collective impact, and community problem-solving to address systemic issues.

7. **Most agency focus is on addressing the conditions of poverty → Major focus is on eliminating the causes of poverty** - CAAs are encouraged to focus on the root causes of poverty, not just the symptoms, aiming for sustainable change.

8. **Primary focus and most outcomes are at the client level → A major focus is on community-level problem solving and systemic change** - This shift calls for a broader focus on changing systems and policies at the community level rather than just addressing individual needs.

9. **People with limited income are primarily recipients of agency services → People with limited income are also engaged in meaningful ways supporting the agency mission and community change efforts** - People with limited income should not just be recipients of services but also active participants in the work of the agency and in broader community change efforts.

These goals are part of a transformative approach to poverty elimination, focusing not just on immediate relief but also on long-term systemic change and community empowerment.

Virginia Office of Economic Opportunity

TRANSFORMING Virginia's Community Action Agencies

Goal 1:
One more nonprofit in the community

CAA's as the recognized, go-to poverty-elimination leaders in the community

This goal emphasizes that CAAs should be seen as primary leaders in the community's efforts to eliminate poverty, moving beyond just being another nonprofit.

It's a strong and important goal for CAAs to be recognized as the primary leaders in poverty elimination within their communities. This shifts the perception to an essential strategic partner in the community. CAAs were established as part of the "War on Poverty" (Economic Opportunity Act of 1964) with the explicit purpose of combating poverty at the local level. CAAs are uniquely tasked with conducting regular community needs assessments. Leveraging these assessments can identify the most pressing poverty-related issues and demonstrate how the CAA is uniquely positioned to address them.

Performance Management is a cornerstone of Community Action. Effectively utilizing ROMA to measure, report, and demonstrate the tangible impact of programs on poverty reduction is essential for establishing credibility as a leader. CAA's have a unique strength due to the tripartite board (low-income community members, public officials, and private sector leaders). This structure inherently positions CAAs as conveners and collaborators across diverse community sectors.

Key Organizations & Networks:

- National Community Action Partnership **(NCAP):** The national association for CAAs, offering training, technical assistance, advocacy, and resources.
- CAPLAW**:** Provides legal and management assistance to the Community Action Network.
- National Community Action Foundation **(NCAF):** Advocates for the Community Services Block Grant (CSBG) and other anti-poverty programs on Capitol Hill.
- VACAP**:** Each state has an association that provides support, training, and advocacy for CAAs within that state.
- Virginia State CSBG Office **(OEO)**: The state office oversees the Federal CSBG Funding, and provides support, training and technical assistance to agencies.

By strategically utilizing these resources and focusing on these key areas, Community Action Agencies can effectively elevate their status and become the recognized, go-to poverty-elimination leaders in their communities.

Virginia Office of Economic Opportunity

TRANSFORMING Virginia's Community Action Agencies

Goal 2:
Inward focus; CAA is knowledgeable about its own agency and services

CAA's as experts and resources on poverty, poverty resources in the community, and solutions to poverty

Below find some tips to help Community Action Agencies (CAAs) position themselves as experts on poverty and the resources available to combat it.

Get Started

Start by building internal knowledge and confidence. This includes conducting staff training on poverty, its root causes, and systemic barriers. Agencies should map out all their services to understand how each one addresses different aspects of poverty. Staff should also be encouraged to develop expertise in local, state, and federal poverty-related resources and to share success stories and case studies that highlight the agency's impact.

Create a Knowledge Hub

Next, create a knowledge hub—a centralized, regularly updated resource library (digital or physical) that includes:

- Local poverty statistics
- Community resource directories
- Research on poverty solutions
- Policy briefs and white papers

To position the CAA as a thought leader, agencies can publish articles, blogs, or newsletters on poverty-related topics. Hosting community forums, webinars, or lunch-and-learns can also help raise awareness. Additionally, offering consultation or technical assistance to other organizations or local governments can further establish credibility.

Strengthen Community Partnerships

Strengthening community partnerships is also key. CAAs should collaborate with other service providers to fill service gaps and avoid duplication. By acting as a connector for clients and partners seeking poverty-related resources, and by joining or leading coalitions and advocacy groups, CAAs can amplify their influence.

To communicate their expertise, agencies should develop a clear messaging strategy that highlights:

- Their knowledge of poverty
- Their role in the community
- Their impact and success stories

This message should be shared through social media, press releases, and community events.

Evaluate and Reflect

Finally, CAAs should evaluate and reflect on their efforts. Regular assessments should focus on how well the agency is educating others about poverty, being recognized as a resource, and influencing community strategies. Feedback should be used to refine approaches and celebrate progress.

Virginia Office of Economic Opportunity

TRANSFORMING Virginia's Community Action Agencies

Goal 3:
Focused on day-to-day service delivery and agency survival

Focused externally on collaborative partners to reach mutual community goals

The shift from being solely focused on **day-to-day service delivery and agency survival** to **focusing externally on collaborative partners to reach mutual community goals** is the next critical step for Virginia's Community Action Network. This strategic move is how we create a lasting, systemic impact in our communities.

This transition encourages us to move from simply running excellent programs to becoming the **architects of community-wide solutions**. Making this shift is about changing your mindset from "Service Provider" to "Community Convener and Systems Leader."

- **From:** "We need to ensure our food pantry is stocked."
- **To:** "We need to convene partners (food banks, churches, schools, transportation) to develop a more efficient and equitable local food distribution system for the entire community."

By focusing on **mutual community goals**—such as increasing kindergarten readiness, reducing neighborhood crime, or improving access to mental health services - you naturally transition into a leadership role that leverages the collective power of all stakeholders.

The Payoff?

Broader impact, reduced duplication of effort, and stronger, more resilient communities across Virginia.

Virginia Office of Economic Opportunity

TRANSFORMING Virginia's Community Action Agencies

Goal 4:
CAA plays no role in development of the broader community

CAA's have an active role in community and economic development as a solution to poverty

CAAs are expected to take an active role in driving community and economic development, addressing the systemic causes of poverty rather than just its immediate effects.

CAAs must be strategic partners, driving economic solutions that address the root causes of poverty rather than only its immediate effects. Achieving this requires a pivot in how we utilize our core resources, forge partnerships, and engage with the economic ecosystem of our service areas.

Community Economic Development (CED) is about building wealth and opportunity within low-income communities. For a CAA, this often means coupling the traditional mission of individual and family self-sufficiency with a larger community lens. **This is the Two-Generational Approach to CED:**

Individual/Family	Community/System
Providing job training, financial literacy, and career pathway support to increase household income.	Investing in the local economy through business creation, affordable housing development, and infrastructure improvements to create the jobs and opportunities individuals need.

To fulfill Transforming Virginia Goal 4, your CAA leadership could:

1. **Form a Dedicated CED Team:** Establish an internal committee, including Board and private sector members, focused solely on community and economic development projects.
2. **Network with Economic Developers:** Schedule a meeting with your local/regional **Economic Development Authority** and **Chamber of Commerce** to explicitly define the CAA's role as a partner in their strategic plan.
3. **Review Program Alignment:** Audit your current programs (e.g., job training) to ensure they are preparing clients for the **high-growth, high-demand sectors** identified in your local economic development plan.

Your agency's ability to drive lasting change depends on this transformation. By moving beyond immediate services to influence the local economy, we solidify the CAA network's place as a fundamental force for poverty reduction across the Commonwealth.

Virginia Office of Economic Opportunity

TRANSFORMING Virginia's Community Action Agencies

Goal 5:
Little or no community voice

CAA's are recognized and acting as the community's voice (advocate) for people in poverty

For decades, CAAs have been trusted service providers - meeting urgent needs and stabilizing families. But today's moment calls for something more. When community voices are absent from decision-making tables, policies risk missing the realities of poverty. The goal ahead is clear: CAAs must be recognized - and actively operate - as the community's voice and advocate for people experiencing poverty.

This shift is not about replacing services; it's about strengthening them. Advocacy ensures that the lived experiences of individuals and families inform policies, funding priorities, and systems that shape opportunity. When CAAs lead with community voice, they move from responding to poverty to helping prevent it.

Why Community Voice Matters

People experiencing poverty are often spoken about rather than with. Structural barriers—time, transportation, trust, language, and power dynamics—frequently prevent participation in civic and policy conversations. CAAs are uniquely positioned to bridge that gap by:

- Translating lived experience into actionable policy insight
- Creating safe, accessible avenues for participation
- Ensuring decision-makers hear directly from those most impacted
- When CAAs elevate community voice, they reinforce their founding mission: maximum feasible participation of the poor.

Practical Ways CAAs Can Lead as Advocates

Advocacy doesn't require a new department - it requires intentional practice:

- Community Advisory Councils: Compensated, representative groups that guide agency priorities and policy positions
- Story-to-Strategy Approaches: Ethical storytelling that connects lived experience to systems change
- Civic Engagement Integration: Voter education, public forums, and issue briefings embedded into programs
- Board and Leadership Inclusion: Meaningful roles for individuals with lived experience of poverty

The Opportunity Ahead

Becoming the community's voice is not a one-time initiative - it's a cultural commitment. It means listening deeply, sharing power, and standing alongside community members as advocates for change. When CAAs lead with community voice, they don't just reflect the needs of people in poverty—they help shape a future where those needs are no longer ignored.

Community Action has always been about participation. Now is the time to make that participation visible, influential, and impossible to overlook.

Virginia Office of Economic Opportunity

TRANSFORMING Virginia's Community Action Agencies

Goal 6:
CAA staff are skilled at service delivery in specific program areas

CAA includes staff with strong expertise in community problem-solving, collective impact models, convening, and leadership

Community Action Agencies (CAAs) across Virginia have long been recognized for their deep expertise in delivering high-quality services - from housing supports and workforce development to early childhood programs and emergency assistance. Yet the strength of our network extends far beyond program delivery. CAA staff bring a powerful combination of community problem-solving skills, leadership capacity, and experience with collective impact models that position agencies to address not only individual needs, but the systemic barriers that shape them.

As the challenges facing Virginia communities grow more complex, the focus of capacity-building is expanding as well. Agencies are increasingly investing in staff development that strengthens not only program- specific knowledge, but also broader competencies such as facilitation, convening, systems thinking, and collaborative leadership. These skills are essential for driving long-term, community-wide change.

Why This Matters

- Systemic issues require systemic solutions. Staff trained in collective impact and community problem-solving can help build cross-sector partnerships that address root causes, not just symptoms.
- Leadership at every level strengthens agency resilience. When staff have the tools to lead initiatives, facilitate conversations, and navigate complex community dynamics, agencies are better equipped to respond to emerging needs.
- Community Action's mission is inherently collaborative. The ability to convene partners, elevate community voice, and coordinate shared strategies is central to advancing equity and economic mobility.

Agencies Can Strengthen Staff Capacity This Year

- Integrate leadership and systems-change training into annual staff development plans.
- Encourage cross-department collaboration to break down silos and share expertise.
- Support staff participation in statewide and national learning communities.
- Create internal opportunities for staff to practice facilitation, convening, and collaborative planning.
- Use community needs assessment findings to guide training priorities.

Looking Ahead

Virginia's CAAs are uniquely positioned to lead community-wide efforts that address poverty at its roots. By continuing to invest in staff capacity—not only in program delivery, but in leadership, collective impact, and systems thinking—our network strengthens its ability to create lasting, equitable change.

Virginia Office of Economic Opportunity

TRANSFORMING Virginia's Community Action Agencies

Goal 7:
Most agency focus is on addressing the conditions of poverty

Major focus is on eliminating the causes of poverty

CAAs are encouraged to focus on the root causes of poverty, not just the symptoms, aiming for sustainable change.

Virginia's Community Action Agencies (CAAs) have long been committed to helping families meet their immediate needs—food, housing stability, transportation, and everyday essentials.

These services remain vital. Yet as part of Transforming Virginia's Community Action Network, Goal 7 calls on agencies to take an even deeper step: shifting from addressing the conditions of poverty to tackling the root causes.

This shift encourages agencies to look beyond emergency relief and expand efforts that create long-term, generational change. Instead of only treating the symptoms - such as lack of housing, low wages, or food insecurity - CAAs are being empowered to address the systems, barriers, and inequities that produce those conditions in the first place.

What This Means for CAAs

- Designing programs that increase family economic mobility rather than temporary stability
- Expanding community partnerships to address systemic issues such as workforce access, early childhood education, transportation gaps, or digital barriers
- Using data to identify patterns and understand the underlying drivers of poverty in each community
- Elevating lived experience and resident leadership to shape solutions from within
- Embedding long-term strategies into agency planning, not just short-term services

Why This Matters

Addressing root causes is about more than improving current conditions—it's about creating pathways so families do not return to crisis and future generations can thrive. By working upstream, CAAs can help transform communities, influence policy change, and strengthen the systems that support economic mobility.

Virginia's CAAs already play a powerful role in lifting families out of poverty. Goal 7 calls on all of us to build on that foundation and create lasting change that goes beyond today's emergencies—toward a future where every Virginian has the opportunity to succeed.

Virginia Office of Economic Opportunity

TRANSFORMING Virginia's Community Action Agencies

Goal 8:
Primary focus and most outcomes are at the client level

A major focus is on community-level problem solving and systemic change

This shift calls for a broader focus on changing systems and policies at the community level rather than just addressing individual needs.

Across Virginia, Community Action Agencies are strengthening families every day through vital direct services - housing supports, employment pathways, early childhood efforts, financial empowerment, and more. But the next phase of transformation calls for something deeper: expanding our focus beyond individual outcomes and leaning into community-level problem solving and systemic change.

This shift - highlighted in Transforming Virginia Goal #8—encourages agencies to think bigger, collaborate more intentionally, and address the root causes that keep families in poverty. While client-level work will always remain essential, long-term impact depends on changing the systems, conditions, and policies that shape community well-being.

What Does This Shift Look Like in Practice?

Community-level change involves efforts such as increasing affordable housing stock, strengthening local transportation access, improving food systems, advocating for policy reforms, expanding workforce pipelines, or aligning community partners around shared priorities. These initiatives take longer, require collaboration, and often rely on shared measurement—but they have the power to transform entire regions, not just individual households.

Tools & Resources for Advancing Community-Level Impact

- Community Needs Assessments (CNA) as a Systems Roadmap:
  Recent CNAs are a rich source of systems - level data. Agencies can repurpose CNA findings to identify systemic barriers (e.g., lack of childcare slots, gaps in transportation, fragmented behavioral health access) and build multi-year community initiatives.
- Collective Impact and Backbone Structures:
  Community-level change often requires coordinated partnerships. The Collective Impact model offers a structured approach for aligning organizations around shared goals, data, and activities.
- Policy & Advocacy Tools:
  Agencies can safely engage in nonpartisan advocacy by educating legislators, sharing data, and elevating community voices.
- Community Action Partnership's Whole Family/2Gen Framework:
  This model helps agencies align individual-level services with system-level reforms in education, housing, transportation, and workforce development.

Goal 9:
People with limited income should not only be recipients of services — they should be active participants in shaping agency work and driving community change.

This shift is more than a strategy. It's a mindset. It's a recognition that individuals with lived experience bring insight, leadership, and innovation that strengthen our agencies and our communities.

From Service Recipients to Community Leaders

For decades, Community Action has provided essential services to individuals and families with limited income. But Goal #9 challenges us to go further: to invite, equip, and empower community members to help shape the very systems that affect their lives.
This transformation means:

- **Creating leadership pathways** for individuals with lived experience
- **Engaging community members** in planning, decision-making, and evaluation
- **Building authentic partnerships** rather than transactional service relationships
- **Sharing power** in ways that honor community wisdom
- **Embedding lived experience** into agency culture, governance, and strategy

When people with limited income help shape programs, policies, and community initiatives, the results are more relevant, more equitable, and more sustainable.

What This Looks Like in Practice

Agencies across Virginia are already modeling this shift. Examples include:

- **Community Advisory Councils** made up of individuals with lived experience
- **Peer Navigator or Peer Advocate roles** within programs
- **Compensated community focus groups** that inform program design
- **Leadership development workshops** for emerging community leaders
- **Board recruitment pipelines** that intentionally include people with limited income

These practices don't just improve services — they strengthen trust, build capacity, and create shared ownership of community change.

Activity: Rating the Agency's Progress on Transforming Virginia Goals

Objective:
This activity helps board members and staff assess the current state of the agency's operations and identify areas for growth in alignment with the nine transforming Virginia goals.

Materials Needed:

- Copies of the nine transforming Virginia goals (printed or displayed on a screen)
- A rating scale for each goal (e.g., 1 to 5 scale, with 1 = "Not at all" and 5 = "Fully aligned")
- Markers, pens, and notepads for discussion

Instructions:

1. **Introduction (5-10 minutes):**
   Begin by reviewing the nine transforming Virginia goals with the board and staff. Emphasize the focus on shifting from a service-delivery model to a more community-driven, systemic change approach. Discuss the importance of this transformation for the agency's role in poverty elimination.

2. **Individual Rating (10-15 minutes):**
   Provide each participant with a copy of the nine goals (worksheet below) and ask them to rate the agency on each goal using a scale from 1 to 5:

   - **1 = Not at all** (The agency is not aligned with this goal at all.)
   - **2 = Slightly aligned** (The agency has taken minimal steps toward aligning with this goal.)
   - **3 = Moderately aligned** (The agency is somewhat aligned but has room for improvement.)
   - **4 = Mostly aligned** (The agency is largely aligned with this goal, but there are some gaps.)
   - **5 = Fully aligned** (The agency fully embodies this goal in its operations.)

   Ask participants to rate each goal individually, reflecting on their personal knowledge of the agency's work and the community context.

3. **Group Discussion (30-40 minutes):**
   After everyone has completed their individual ratings, gather the group for a facilitated discussion. For each goal:

   - Ask participants to share their reasoning behind their ratings (both high and low scores).
   - Explore where there are significant discrepancies in ratings and discuss what factors may be influencing the differences.
   - Identify areas of strength and areas where improvement is needed.

For example, for **Goal 1 (One more nonprofit in the community → CAA's as the recognized, go-to poverty-elimination leaders in the community)**, discuss:

- How is the agency perceived in the community?
- What efforts have been made to position the agency as a leader in poverty elimination?
- What could be done to strengthen the agency's leadership role in the community?

4. **Action Planning (20-30 minutes):**
   Based on the discussion, create an action plan with concrete steps for the agency to strengthen its alignment with the goals. For each goal:
   - Identify specific actions the agency can take to improve or sustain its progress.
   - Assign responsibility for each action item (e.g., board members, staff, or committees).
   - Set timelines for achieving these actions.

   For example, for **Goal 3 (Focused on day-to-day service delivery → Focused externally on collaborative partners to reach mutual community goals)**:
   - Action could include identifying potential collaborative partners and hosting a community roundtable to explore shared goals.

5. **Follow-up and Accountability:**
   Plan a follow-up meeting or check-in (e.g., quarterly or bi-annually) to review progress on the action plan. Assess how the agency is progressing on the goals and adjust strategies as necessary.

How Agencies Can Begin Shifting Toward Community-Level Systems Work

- Engage partners early and often—schools, DSS, health systems, workforce boards, housing authorities, and local governments.
- Translate CNA results into long-term community change goals.
- Identify one or two systems-level priorities to champion each year.
- Use shared community data dashboards to monitor progress.
- Include community-level indicators in your strategic plan, CSBG plan, and ROMA cycle.
- Document community-level work (partnerships, policy changes, new collaborations)

Why This Matters

Direct services stabilize families—but system change prevents families from needing those services in the first place. By advancing community-level strategies, agencies can reduce the burden on safety-net programs, strengthen local capacity, and create conditions where all households can thrive. This shift reflects the heart of Community Action: not only serving people in crisis, but addressing the causes and conditions of poverty at their source.

Resources to Support This Transformation

Below is a curated set of tools and learning opportunities to help your agency advance Goal #9:

- **Engagement Toolkit** — Practical strategies for involving community members in planning and decision-making
- **Lived Experience Leadership Guide** — Frameworks for building leadership pathways
- **Facilitation Tools** — Methods for hosting inclusive conversations
- **Compensation Models** — Approaches for fairly compensating community contributors
- **Board Inclusion Resources** — Guidance for diversifying governance structures

If you'd like, I can also create training slides, a staff discussion guide, or a community-facing version of this article.

A Call to Action

Transforming Virginia Goal #9 invites us to rethink how we define expertise, leadership, and partnership. It reminds us that people with lived experience are not just beneficiaries — they are co-creators of solutions and drivers of change. By embracing this shift, we strengthen our agencies, honor community voice, and build a more resilient Virginia.

How Agencies Can Begin Shifting Toward Community-Level Systems Work

- Engage partners early and often—schools, DSS, health systems, workforce boards, housing authorities, and local governments.
- Translate CNA results into long-term community change goals.
- Identify one or two systems-level priorities to champion each year.
- Use shared community data dashboards to monitor progress.
- Include community-level indicators in your strategic plan, CSBG plan, and ROMA cycle.
- Document community-level work (partnerships, policy changes, new collaborations)

Why This Matters

Direct services stabilize families—but system change prevents families from needing those services in the first place. By advancing community-level strategies, agencies can reduce the burden on safety-net programs, strengthen local capacity, and create conditions where all households can thrive. This shift reflects the heart of Community Action: not only serving people in crisis, but addressing the causes and conditions of poverty at their source.

Activity Sheet:

FROM THIS:	TO THIS:
One more nonprofit in the community	CAA's are the recognized, go-to poverty-elimination leaders in the community

Rate on a scale of 1-5

1 2 3 4 5

Examples of agency activities to explain rating:

Activity Sheet:

FROM THIS:	TO THIS:
Inward focus; the CAA is knowledgeable about its own agency and services	CAA's are recognized as experts and resources on poverty, poverty resources in the community and solutions to poverty

Rate on a scale of 1-5

1 2 3 4 5

Examples of agency activities to explain rating:

Activity Sheet:

FROM THIS:	TO THIS:
Focused on day to day service delivery and agency survival	Focused externally on collaborative partners to reach mutual community goals

Rate on a scale of 1-5

1 2 3 4 5

Examples of agency activities to explain rating:

Activity Sheet:

FROM THIS:	TO THIS:
CAA plays no role in development of the broader community	CAA's have an active role in community and economic development as a solution to poverty

Rate on a scale of 1-5

1 2 3 4 5

Examples of agency activities to explain rating:

Activity Sheet:

FROM THIS:	TO THIS:

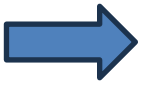
Little or no community voice	CAA's are recognized and acting as the community's voice (advocate) for people in poverty

Rate on a scale of 1-5

1 2 3 4 5

Examples of agency activities to explain rating:

Activity Sheet:

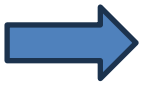
FROM THIS:		TO THIS:
CAA staff are skilled at service delivery in specific program areas		CAA includes staff with strong expertise in community problem solving, collective impact models, convening and leadership

Rate on a scale of 1-5

1 2 3 4 5

Examples of agency activities to explain rating:

Activity Sheet:

FROM THIS:		TO THIS:
Most agency focus is on addressing the *conditions* of		Major focus is on *eliminating the causes* of poverty

poverty	

Rate on a scale of 1-5

1 2 3 4 5

Examples of agency activities to explain rating:

Activity Sheet:

FROM THIS:		TO THIS:
Primary focus and most outcomes are at the *client* level	→	A major focus is on *community-level* problem solving and systemic change

Rate on a scale of 1-5

1 2 3 4 5

Examples of agency activities to explain rating:

Activity Sheet:

FROM THIS:		TO THIS:
People with limited income are primarily recipients of agency services	→	People with limited income are also engaged in meaningful ways supporting the agency mission and community change efforts

Rate on a scale of 1-5

1 2 3 4 5

Examples of agency activities to explain rating: