

Central Arkansas Development Council



**Building Futures One Person at a
Time**



2018 Annual Report

Then, Now, Next



Central Arkansas Development Council is a member of the Community Action Partnership, which is the national hub that links the nation's 1,000+ local Community Action Agencies and State Associations to each other and to leaders looking for solutions that connect families to great opportunity. In 2018, the Partnership approved a new mission, vision, and value statements.

Mission: To ensure all causes and conditions of poverty are effectively addressed and to strengthen, promote, represent, and serve the Community Action Network.

Vision: To build a nation that creates opportunities for all people to thrive, build strong, resilient communities, and ensure a more equitable society.

Values: Equity, respect, commitment, excellence, hope, community, caring, innovation, opportunity

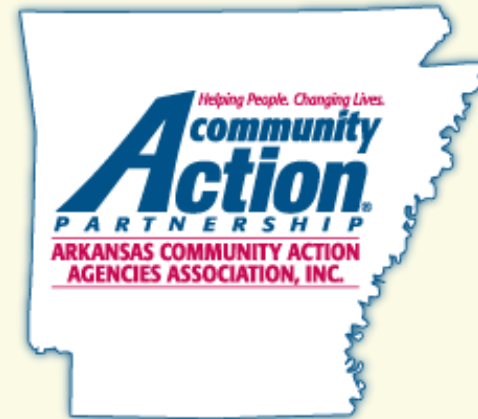
We believe all people should be treated with dignity and respect, and recognize that structural race, gender, and other inequities remain barriers that must be addressed.

We believe that this nation has the capacity and moral obligation to ensure that no one is forced to endure the hardships of poverty.

We believe that with hope, adequate resources and opportunities, everyone can reach their fullest potential, and we are committed to achieving that vision.

We pledge ourselves to create an environment that pursues innovation and excellence through multi-sector partnership and collaboration.

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.

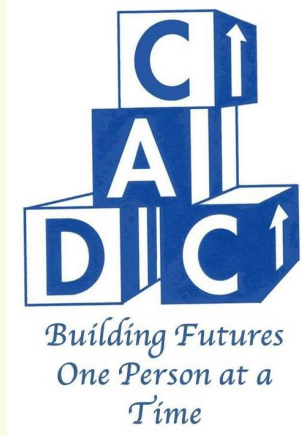


Central Arkansas Development Council is a member of the Arkansas Community Action Agencies Association. The Arkansas Community Action Agencies Association serves as the hub for a historic network of 16 community-based private, nonprofit organizations that provide assistance to low- to moderate income individuals across the state of Arkansas.

The role of ACAA is to offer support to the state's agencies, support which includes continuing education through training and technical assistance to comply with state and national regulations. Because a crucial element in the mission of community action is achieving substantive and measurable results, ACAA's efforts are fundamentally informed by a performance-based initiative known as "ROMA"—a.k.a. Results Oriented Management and Accountability.

Equally important is ACAA's role as a statewide advocate for the agencies' efforts and for the interests of those Arkansans that they serve. Community Action Agencies were created specifically to be tailored to the individual needs of their respective communities, but the collective voice of their shared mission to assist those in need speaks through the association as one.

ACAA's mission is to provide education, advocacy, and a unified voice for Community Action Agencies to reduce poverty and promote thriving communities in Arkansas.



Central Arkansas Development Council

Mission Driven

Central Arkansas Development Council is a private nonprofit community action agency. CADC is a local force in the War on Poverty. CADC provides a hand-up, promoting self-help in our neighborhoods and for our families. We are committed to providing opportunities for empowerment for individuals, families and communities. More than 22,000 persons have joined with CADC in achieving a shared vision of success.

The mission of CADC is to alleviate the causes and conditions of poverty, to help vulnerable populations achieve their potential and to build strong communities in Arkansas through community action.

CADC Goals

CADC strives to ensure that:

- ♦ Low income people will become more self-sufficient
- ♦ The conditions in which low-income people live are improved
- ♦ Low income people will own a stake in their community
- ♦ Partnerships among supporters and providers of service to low-income people are achieved
- ♦ CADC will increase its capacity to achieve results
- ♦ Low-income people, especially vulnerable populations, will achieve their potential by strengthening family and other supportive systems.

CADC Values

CADC envisions achieving those goals through the implementation of its Basic Values and

Principles, which state:

- ♦ Society has a responsibility to assist its poor, frail, and vulnerable members.
- ♦ All persons (customers, staff, board, volunteers, and citizens) should be treated with dignity and respect in an environment safe from physical, mental, or emotional harm.
- ♦ All persons have a basic right to food, clothing, safe shelter, and opportunities for self sufficiency and self-determination.
- ♦ All persons receiving services from CADC deserve the highest quality possible.
- ♦ We have a responsibility not only to work to help families out of poverty, but also to create a community in which all individuals and families can flourish.
- ♦ Personal responsibility of customers, staff, board, and volunteers is a legitimate expectation.
- ♦ As we continually strive for excellence, CADC should operate with honesty and integrity and remain worthy of trust.
- ♦ Cooperation and collaboration will be our primary means of serving our constituents; and, when necessary, we will compete aggressively for resources to fulfill our mission.

From Executive Director

Mr. Randy Morris

For 50 years, CADC has delivered the promise of community action – changing people’s lives, embodying the spirit of hope, improving communities and making America a better place to live.

At CADC, our role is to develop and deliver the programs and services that can meet the needs of hard-working low income families and rural communities. It’s our mission

and purpose to encourage and empower each person to take action, identify problems, create solutions, and generate results in the war on poverty.

CADC believes that to have a significant impact on poverty, we must continue to expand educational opportunities; develop and deliver the best support for the advancement of our elderly and our youth, advocate for change with our public officials, and educate our stakeholders about the needs of our hard-working neighbors and friends. We believe in the value of cultivating partnerships for long-term impact and maximizing the use of volunteers in meaningful efforts to assist the low income.

CADC is committed to making a brighter future for Arkansas. Join us in our effort.





From CADC Board Chair

Ms. Annette Pate

CADC strives for excellence in the achievement of its mission through the maximum feasible participation of all persons served by the agency. The CADC Board of Directors meets that goal through the involvement of board members representing the low-income, through participation from public officials, and from the input of local community and business leaders.

The CADC Board of Directors works to ensure CADC takes a comprehensive and holistic approach to the delivery of social service programming in the 19-county service area. Through the help of dedicated staff and volunteers, and strong fiscal management, CADC is a leader in the state in fighting and winning the War on Poverty in Arkansas.

Thank you for your support. Together we can continue to deliver and develop quality programs and services.

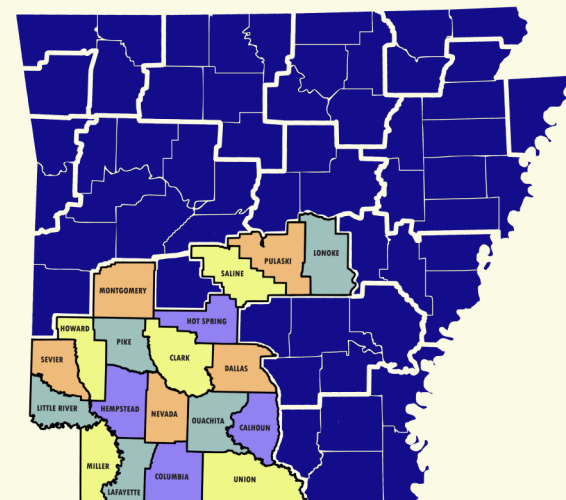
Then

Central Arkansas Development Council began its services in 1965 providing human services to residents in Hot Spring and Saline counties. CADC's first programs were job training and early childhood education. The first grants came early in 1966. Those were (1) a program to work with rural school districts to identify low-income students that were educationally disadvantaged and secure resources to assist them (2) Medicare Alert, enrolling persons 65 and older in Medicare (3) In School Work-Study Program, designed after the Neighborhood Youth Corp to secure employment for youth in school.

In 1969, Clark County became a part of CADC's service area. During the 1970's the agency began to develop new programs, including Senior Adult Centers, CETA Job Training, Community Food and Nutrition, Transportation, Family Planning, Energy Assistance, Weatherization, Alcohol Abuse and Housing Assistance. In 1980, Pike and Montgomery Counties were officially designated as a part of CADC's service area.

1998 saw CADC formally incorporate the five Southern counties of Union, Ouachita, Calhoun, Dallas, and Columbia into the organization, making the service area for CADC 10 counties in Central, West Central and South Arkansas. In October 1999, CADC formally incorporated Pulaski and Lonoke Counties into the agency. The agency served 12 counties with a large and diversified scope of programs promoting self-sufficiency for families in many areas.

In 2017, CADC became the first agency in Arkansas to have a Certified Community Action Professional when Ms. Lavel Neal earned her certification. In 2017, the State asked CADC to take over the LIHEAP Program in the South West Arkansas counties of Hempstead, Howard, Lafayette, Little River, Miller, Nevada, and Sevier. In 2018, CADC became the Community Action Agency for these seven counties, which brings the CADC service area to 19 counties.



Now,

CADC Board of Directors

CADC is blessed to have an active Board of Directors. At CADC, we know the value of the work we do, which is why, despite tough times, we remain steadfast and committed to our customers as they face financial challenges head-on.

Our focus is to continue offering quality programs and services that address the specific needs of the communities we serve. In developing new programs and partnerships, we will be successful in rising to the challenge of providing struggling families and communities the help and hope they need to be successful.

2018 CADC Board of Directors



Ms. Deloris Allison

Mr. Johnathon Boyce

Ms. Sandra Faison

Ms. Linda Jennings

Ms. Laketa Gutierrez

Ms. Annette Johnson

Mr. John Owens

Ms. Kimberly Clemons

Dr. Pam Davis

Ms. Shannon Hollis

Mr. Larry Hudson

Ms. Lisa Smith

Dr. Robby Tingle

Mr. Ed Albares

Mr. Art Brooke

Mr. James Cranford

Ms. Mary Fraction

Mr. Wornest Lambert

Ms. Annette Pate

Ms. Darlene Simpson

Mr. Carlton Haas

Ms. Brenda Porter

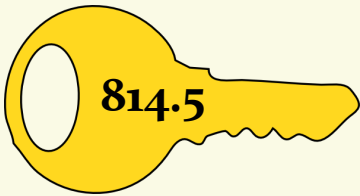
Mr. Marion Hoosier

Mr. Ed Dunlap

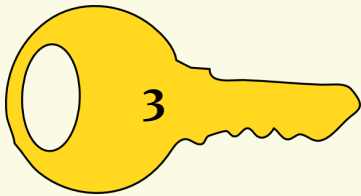
Ms. Alberta James

Now,

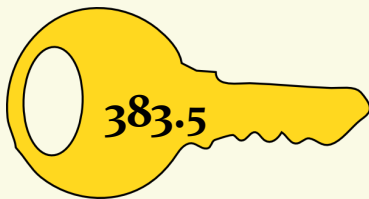
CADC Keys to Success



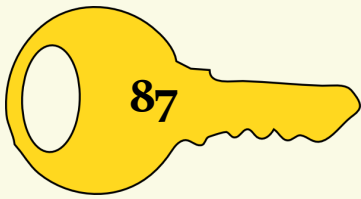
Number of Hours
Staff Spent in
Capacity Building



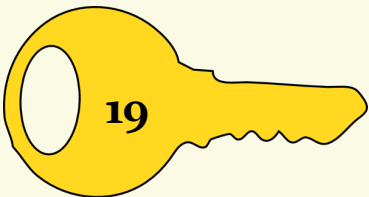
Number of National-
ly Certified Roma
Trainers and Imple-
menters



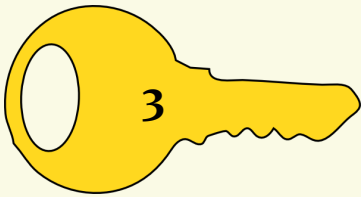
Number of Hours
Board Members
Spent in Capacity
Building Activities



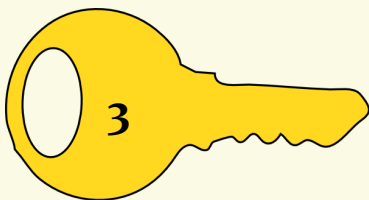
Number of
Organizations, both
public and private,
that CADC works
with to expand
resources



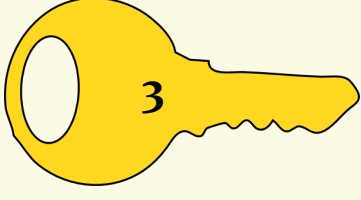
Number of Staff
with Family
Development
Certification



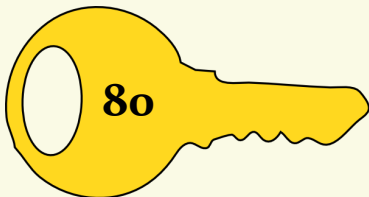
Number of Staff with
Home Energy
Professional
Certifications



Number of
Certified
Community
Action
Professionals



Number of Building
Performance
Institute Certified
Professionals



Number of Staff
with Child
Development
Certification



Number of
unduplicated
customers receiving
services from CADC.

Now,
Children and Families

Arkansas

Arkansas Ranks

41/51 in Children living
In Poverty

Only **37%** of Arkansas 3rd
Graders read at grade level.



In the 19 county service area
of CADC, the average
unemployment rate is
4.5%.



Arkansas ranks **44 out of
51** nationally when measur-
ing adults over the age of 25
with **high school
diplomas.**

Head Start/Early Head Start



I just wanted to say how excited as
parent I am that my child came in to-
day from school, and could sound out
his sight words! I have had 2 prior chil-
dren attend this particular school and
both are doing exceptionally well in
public school system thankful that I
chose Glenwood (Head Start) as my
child's first step toward success. Just
thought I'd share an experience with
you.

Jessie Benedict

623 Total Participants
receiving Head Start/
Early Head Start
Services.

Family Success



Stock Photo

As I was working toward my college degree to become a registered nurse, it was becoming harder and harder to find someone to keep my son. My husband was the only one providing an income for our family, making things a little bit more difficult. We couldn't afford daycare for our son. A friend had mentioned Benton Head Start. I went and toured the facility, where I learned that our son could attend at no cost. That alone was a huge blessing. He soon started in August 2017.

We had an amazing year there and started the next year there. I later graduated nursing school in December 2018. I could not have done it without the help from Benton Head Start. They have been an amazing asset to my family. My son had an extremely hard time coping with being away from me when he first started there. Through the patience and kindness he received, he was able to learn independence and calm his separation anxiety.

I cannot even begin to say how much the staff at the Benton Head Start has taught my son, more than I ever would have imagined. I will never forget the day I picked him up from school, and asked him what he learned about that day. He replied, "the solar system." He was ecstatic to tell me about the sun, and the moon. It really caught me off guard that my 3 year old was telling me about things I remember learning about in grade school.

My son also received speech therapy while attending Benton Head Start. I can't even begin to say how much that helped. He progressed immensely in his speech pronunciation. Not to mention the bonus of him absolutely loving speech days.

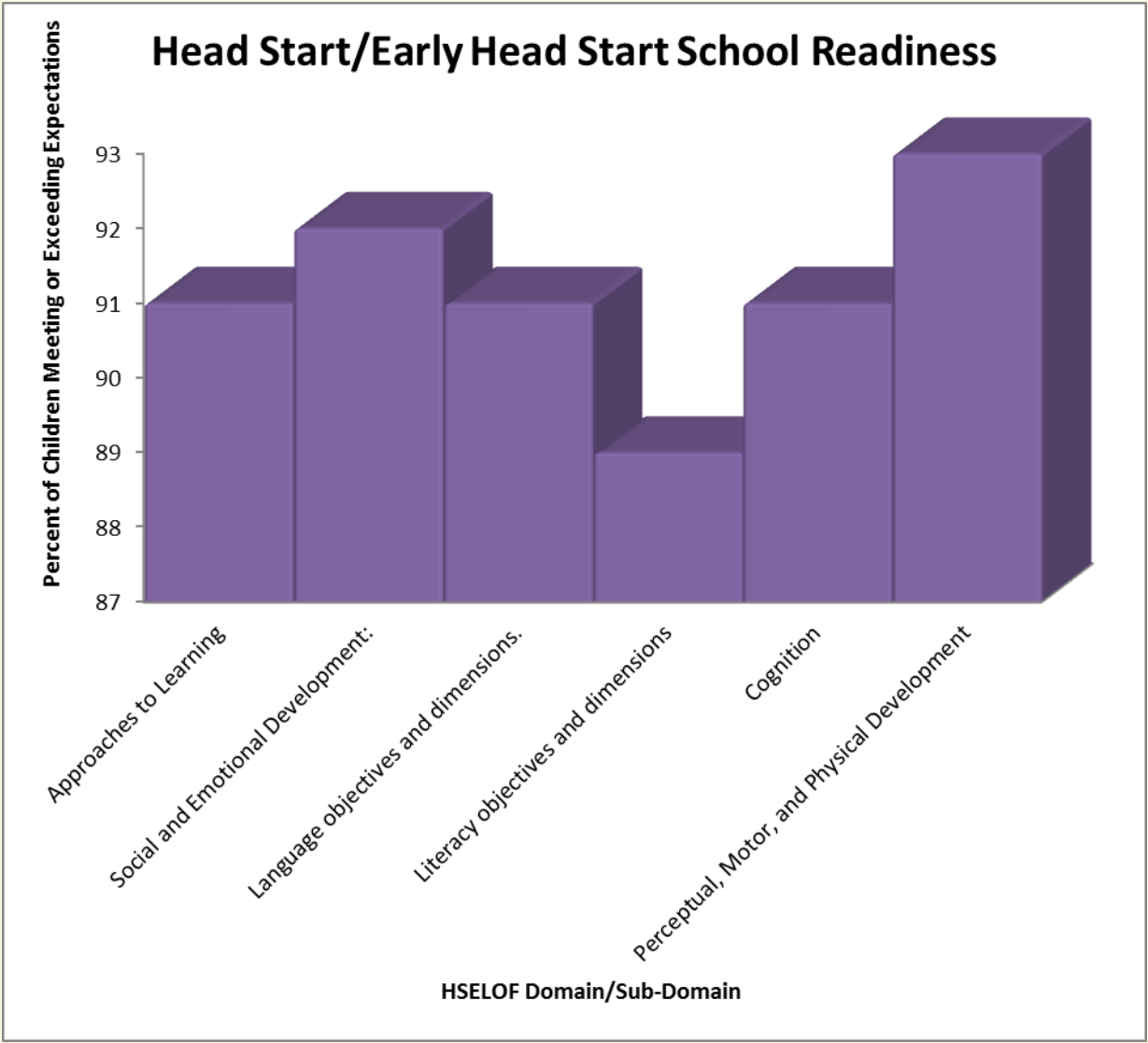
Thanks to Benton Head Start I was able to become a college graduate, and better provide for my family. The staff there exceeded my expectations. I cannot thank Benton Head Start enough for how you all have impacted my family and most importantly my son. You all set the per-

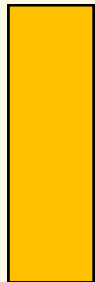
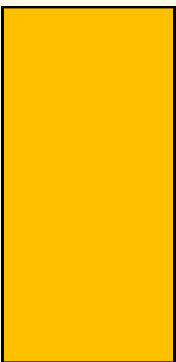
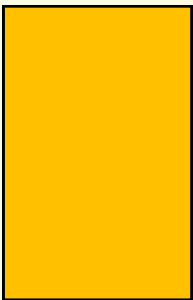
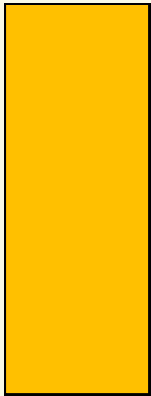
Carmen Reese

Now,

School Readiness

CADC Early Head Start and Head Start/ABC uses Teaching Strategies GOLD as our child assessment tool. Teaching Strategies GOLD is a seamless system for assessing children from birth through kindergarten. Extensive field tests have shown it to be research-based, valid and reliable. This report presents the assessment data gathered for 16 Early Head Start children in Central Arkansas Development Council for the 3rd Checkpoint Period (2017-2018) and 508 Head Start children in Central Arkansas Development Council for the 3rd Checkpoint Period (2017-2018).





Now,
Volunteers

66, 747.25

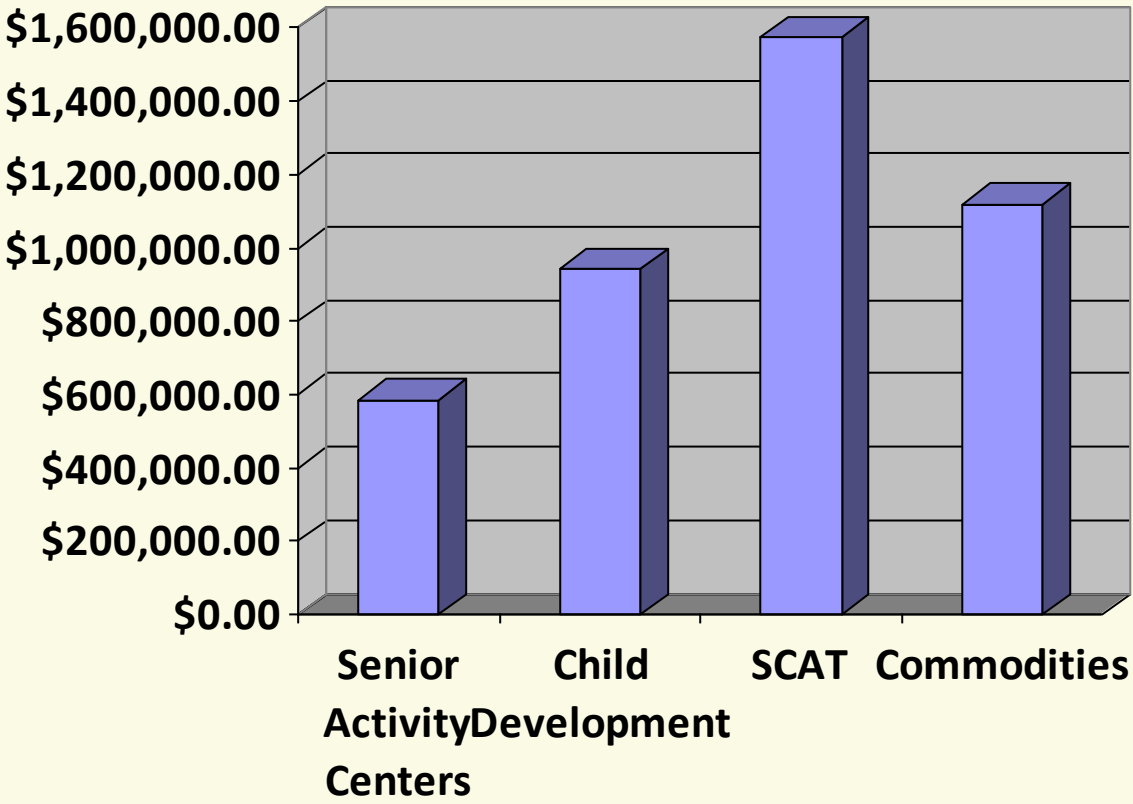
Number of
Volunteer Hours
donated to CADC
throughout the year.



14

Number of Staff
with Certified
Volunteer
Management
credentials

Dollars leveraged by Volunteers.
In-Kind



“I WANT TO DO AND BE MORE”

Success Story

On July 3, 2018, Erica Fort turned 46 years old and realized she really wanted to do and be more for her children; especially, for her daughters, 16 year old Donaeshae, 14 year old Alasha and 9 year old Saquoia who are still in school. I first met Erica during LIHEAP intake at Southwest Arkansas Development Council (SWADC), and knew she had more to offer. Unfortunately, SWADC closed its door before realizing what Erica needs and goals were.



Shaneice Batton referred Erica to Family Development while working with her through the Assurance 16 program. I enrolled Erica on her birthday, and as we began to talk about her goals and what she wanted to do, volunteering was the first thing she said. While completing her paperwork for enrollment into the program, I listened as she talked.

Erica started volunteering during the Li-heap intake day on July 17, 2018, in Texarkana, AR. I watched as she directed the clients into the waiting area to get them started to calling out numbers and making sure they knew what documents they needed. I watched in surprise as she talked with clients answering questions like a trained intake worker. As a li-heap client, Erica knew what documents were needed, and if she didn't know she would ask. She plans to apply for one of the li-heap intake worker positions for the winter program.

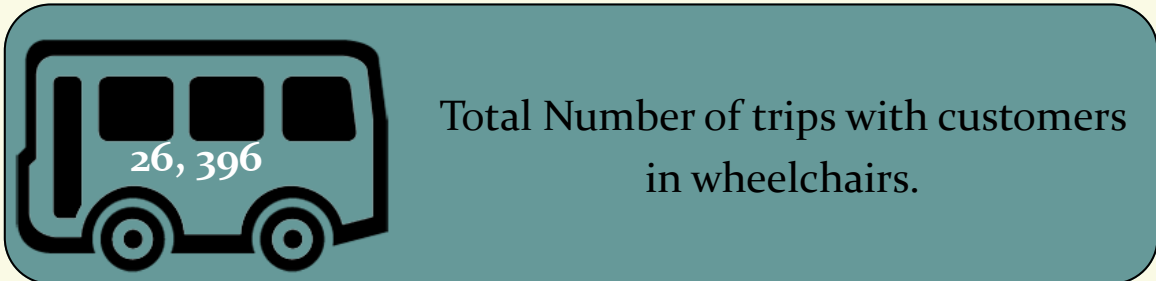
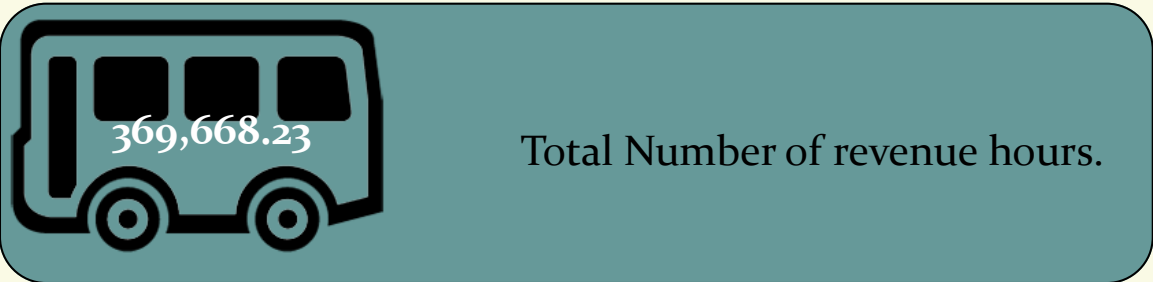
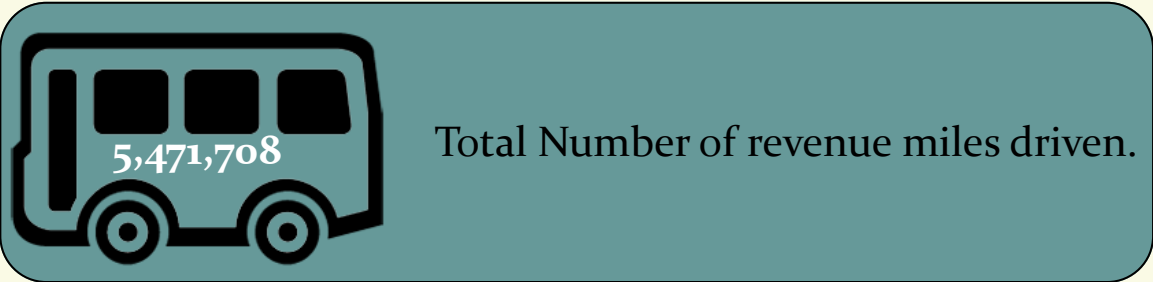
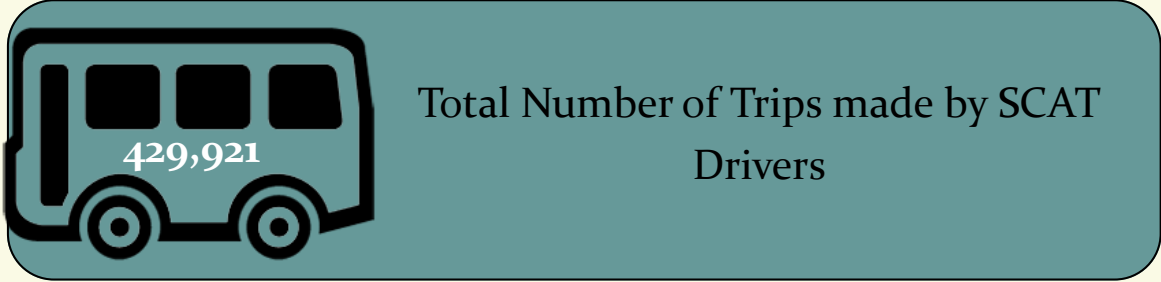
On another day, I could hear Erica explaining to a client about the unemployment verification. The client was saying that she didn't want to do all that, and Erica was encouraging her to go and get the required documents because she needed the help. The client left, but did return with the information and just in time before her number was called.

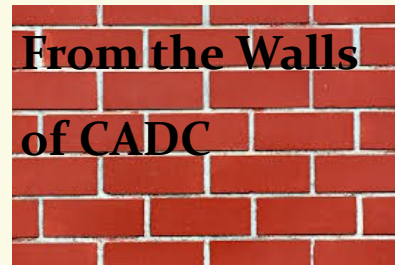
During our public hearing in Texarkana, Erica was on hand to support CADC and was able to help a gentleman complete his survey. Erica is available to help out where we need her, and has volunteered 20.5 hours for the agency. Evelyn Reed provided an umbrella to be given to Erica for her volunteer services.

Erica was presented the CADC umbrella and a framed certificate for outstanding volunteer services. She was overcome with joy, and as she teared up, I began to get teary eyed. I remember Erica saying that she appreciates CADC and enjoys volunteering because it makes her feel good. Erica said, “I want to do and be more for my children, I want them to see me doing something for my community, giving back and helping others”.

Now,

South Central Arkansas Transit





Patrick Rideout came to CADC as a new employee in our transportation program in July of 2017. As a bus driver, he was required to obtain his Commercial Driver's License. Patrick bought a packet and began studying so that he could receive his permit. Patrick would drive a route in the morning and then come to the office where he could review online CDL study material. He sat for the test 6 times and failed each time. Following each exam, he would study harder but nothing seemed to improve his scores.



A brainstorming meeting with Patrick's supervisors and Human Resources was held in order to discuss his situation. Because there is a time limit to obtain his CDL, we knew there was a tough decision to make. It was suggested that we reach out to the literacy/adult education resources available in that area (who were CADC partners) to see if they could help. However, there was still the issue of him being "out of time". Because he was determined, Patrick agreed to take a lower position which did not require a CDL while he continued his efforts to pass the exam – even at a substantial cut in pay.

Once in contact with the Adult Education folks, Patrick was tested to determine his level of proficiency in reading, language and math. An individualized learning plan was developed for him which addressed his specific needs. Patrick committed himself to study each day during his split shift as well as 3 hours twice a week with his mentor, who also happened to be the CDL instructor at a local community college. He began to grasp what the material was saying and obtained a better understanding of it. Because he was now able to retain the information, Patrick passed the CDL written exam and received his permit. With this in hand, he continues to earnestly study and get experience behind the wheel so that he can complete the remaining steps to obtain his Commercial Driver's License.

We are so proud of the hard work and dedication that Patrick has shown. His story is a true example of what the Community Action Code of Ethics preamble encourages us to

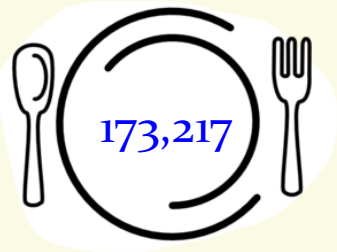
CADC's mission to alleviate the causes and conditions of poverty does not start and stop with its customers. CADC has a commitment to its staff as well. CADC sees it as a success anytime a staff member can take the knowledge gained from the training and experience gained while at CADC to make a better life for themselves and their family.

Now,

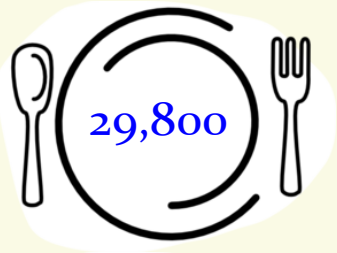
Senior Activity Centers



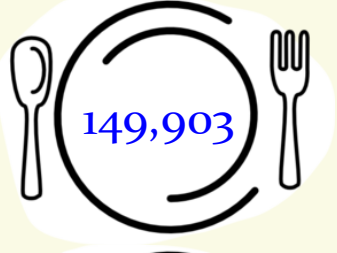
Number of **Congregate Meals** served through CADC Senior Activity Centers. Having the opportunity for seniors and others to come partake in a hot meal is such a vital part of the communities we serve.



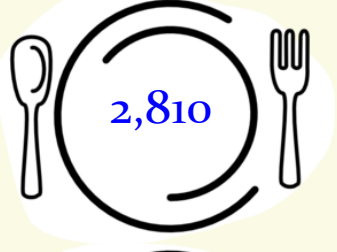
Number of **Home Delivered Meals** served in the communities that CADC's senior activity centers serve. Without these meals, these individuals may lose the ability to stay in their own homes.



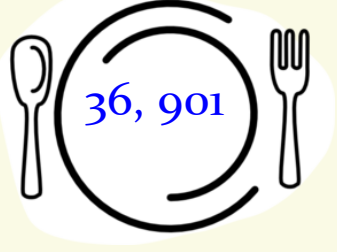
Number of **Trips** made by seniors to different events and outings. These range from going to get ice cream and bowling to visiting one of Arkansas' state parks or visiting Murray's Playhouse for a show. These are all important for the vitality of our seniors.



Seniors participate in a number of **Socialization** activities throughout the year.



CADC would not be able to properly maintain our Senior Centers without the work of our wonderful **Volunteers.**



Hours worked by our amazing volunteers. Including working in commodity distribution as well as making **5,942 Telephone Reassurance** phone calls to seniors in the community.



The Home Delivered Meal Recipient shown in this photo is 100 years old and is able to stay in her home in large part because of CADC and the Home Delivered Meal Program.

The Homebound Meal program consists of three parts. The first part is providing a nutritious meal. Adequate nutrition is necessary for health, functionality, and the ability to remain independent. Healthy eating can increase mental acuity, resistance to illness and disease, energy levels, immune system strength, recuperation speed, and the ability to manage chronic health problems. The Homebound Meal program ensures that seniors have access to adequate nutrition even when family support, mobility, and resources are lacking. Secondly, the Homebound Meal delivery volunteer or staff member who shows up every day may be the only person they see or speak with all day. The special delivery of a hot meal and a warm smile is the reason to get up in the morning, something to look forward to, and a reminder to take good care of themselves. Sometimes the company is worth as much as the meal. And lastly, the Homebound Meal volunteer or staff member provides an important service for the community as well as for the senior. Inevitable emergencies come with the aging of seniors and the staff member as well as the volunteer can perform that safety check that comes with the delivery of the hot meal and in case of an emergency can notify the proper authorities, make sure that families are contacted and ensure that our seniors are not forgotten.

Now,

Weatherization and Utility Assistance



For each \$1.00 that is **invested** in a Weatherization project, **\$1.72** is generated in **energy benefits**. In addition, **\$2.78** is generated in **non-energy benefits**.



Number of **homes** that were **Weatherized** in CADC's service area.



The average dollar amount **per year** a household can expect to **save** after Weatherization improvements and upgrades are performed.



The average amount **paid** in utility assistance for **regular assistance** for the year. A customer must first meet the criteria before assistance is given.



The average amount **paid** in utility assistance for **crisis assistance** for the year. A customer must first meet the criteria and be within **7 days** of shutoff.



Number of **Utility payments** that were made during the year. Customers have an opportunity for up to 4 assistance payments per year. 1 regular and 1 crisis payment per each of the **summer** and **winter** sessions can be made on a customers behalf.

**Now,
Thank You**



I am writing to
thank the CADC
in Benton for
weatherizing our
home in January

Stock Photo

2016 and installing carbon monoxide (CO) detectors at that time. On March 15, 2017, there was a carbon monoxide leak in our house. We were alerted to the presence of CO in our home when 2 CO detectors, installed by CADC, sounded an alarm. The Benton Fire Department and CenterPoint Energy were immediately called to investigate. It was soon discovered that our gas stove was the cause of the CO leak..

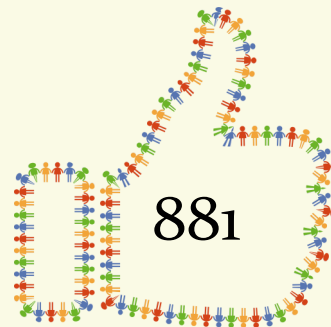
My 2 year son was napping in one of the two bedrooms where the CO alarm went off. Had CADC not provided these CO detectors as part of their weatherization program, our family of 5 could have gotten sick or even died as a result of CO poisoning.

My family is very grateful for the CADC weatherization program and all the hard work performed by their staff, especially Tracy.

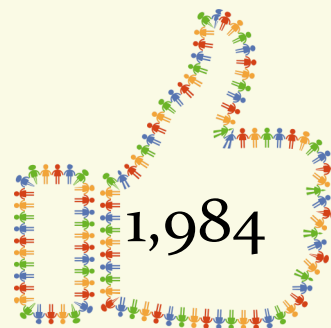
Thanks again,
Andrew Ash & Family

Now,

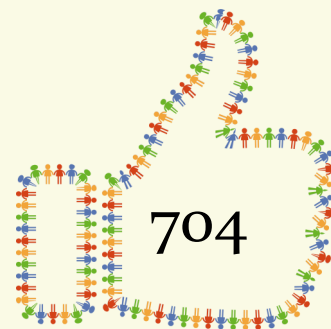
Civic Engagement and Community Involvement



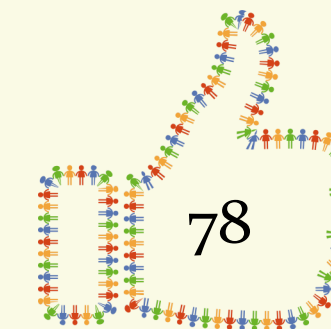
Number of individuals who increased skills, knowledge, and abilities to enable them to work with CADC to improve conditions in their community. Of this number: **54** improved leadership skills, **345** improved their social networks, and **540** enhanced their ability to engage.



Number of individual served with school supplies for the school year. School supplies ranging from **back packs**, paper, pencils, and crayons, to **free hair cuts**, shoes and other articles of **clothing** were all available at various sites that CADC participated.



Number of individual served with financial literacy education. **212** individuals also received financial capability training while **468** individuals participated in financial management programs including budgeting, credit management, credit repair and credit counseling.



Number of scholarships awarded to individuals through the **Single Parent Scholarship Program**. These individuals were seeking to continue their education at a higher education location.

Arkadelphia: Crudup Foundation

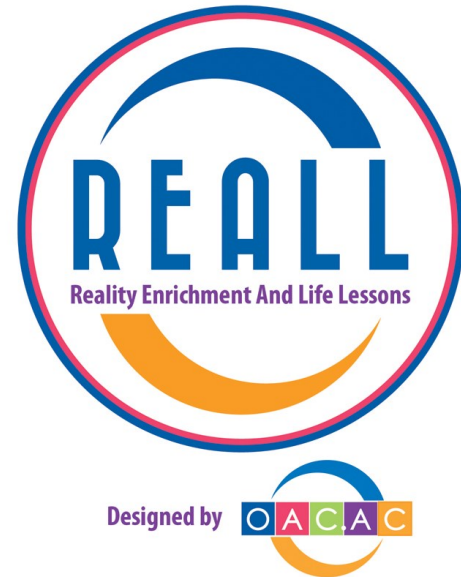


On Saturday August
sionary Baptist Church in
Foundation hosted their Annu-

11th, 2018 at the First Mis-
Sparkman, AR., the Crudup
al Back to School Event.

The purpose of the event was to assist students that come from low-income families with school supplies in the Sparkman area. Crudup Foundation supplied refreshments and door prizes to 30 students that came from the Sparkman/Harmony Grove school district. Central Arkansas Development Council (CADC) CSBG staff partnered with Crudup Foundation for this event to support their youth for several years. The Back to School Event has been one of their major projects. CADC awarded a \$250.00 gift to purchase the school supplies for the Back to School Event. Crudup Foundation raised money as well from donors in the community.

Next,



What is the REALL project?

The Reality Enrichment And Life Lessons (REALL) project is a hands-on simulation designed to challenge youth to think critically about how choices and decisions made in adolescence may have consequences in adulthood.

The REALL Simulation

The simulation lasts approximately three hours and is divided into interactive sessions which educate youth on the consequences of their choices.

During a simulation, youth will encounter issues of **inadequate education and income**, managing a **budget**, being labeled as an **ex-offender**, caring for **children**, and other **adult responsibilities**. They will be challenged to make **REALL** decisions.

CADC is proud to be able to bring the REALL Project to the customers it serves. CADC will be partnering with local schools, boys and girls clubs, church groups, scout groups and other youth organizations to bring this worthwhile simulation to as many youth as possible. CADC will be relying on current partners and be looking for new partners to make this a positive experience for all involved.



Next,

New Programs and Services

Your Money, Your Goals



CADC has been selected as one of only two organizations in the state of Arkansas to be a cohort for the Your Money, Your Goals program initiated by the Bureau of Consumer Financial Protection.

Your Money, Your Goals is a set of financial empowerment materials for CADC that will help its customers meet their financial goals by increasing their knowledge, skills, and resources.



CADC will be a trailblazer in the war on opioid abuse and the ability of treating an opioid overdose customer. Through a grant from Blue Cross Blue Shield, CADC will be purchasing opioid overdose kits to be placed in all CADC offices where customers are present. The plan is to write further grants to place kits in all offices and all transportation vehicles.



CADC will continue to ensure that it is doing all that it can to reach the customers of its 19 county territory. With the recent opening of offices in Texarkana, Hope, and Nashville, CADC has continued its mission to bring programs and services to the people of Arkansas. CADC will actively pursue new programs to better meet the needs of all customers in CADC's region wherever they may live.

Next,
New Directions



CADC has implemented a marketing team that has created and administered the first marketing plan for the agency. The marketing team will continue to oversee the implementation of the plan, evaluate the success of the plan and review it on an annual basis.



CADC has started a communications team with the goal of developing a uniform communications plan throughout the agency. Its mission is also to ensure that communication is reaching the staff of CADC as well as customers, donors, community members and other stakeholders.



CADC in partnership with its marketing and communications team, will be re-vamping its strategic plan. The strategic plan needs to more closely reflect the new direction of CADC as well as the present programs and services it offers.



In the very near future, CADC will be seeking to become one of few community action agencies across the nation who have sought the Pathways to Excellence credential. Pathways to Excellence is the Partnership’s organizational capacity building initiative. Pathways uses 35 Standards of Excellence based on the Malcolm Baldrige National Quality Award and specifically adapted for the Community Action Network to define the very best practices for agencies.

All data, stories, and pictures represented in this document are for the fiscal year June 1, 2017 through May 31, 2018 unless otherwise noted.

Central Arkansas Development Council (CADC) is a private, non-profit, 501c3 corporation.

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COMMUNITY ACTION CODE OF ETHICS

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

- ◆ Recognize that the chief function of the community action movement, at all times, is to serve the best interests of the poor, thereby serving the best interests of all people.
- ◆ Accept, as a personal duty, the responsibility to keep up to date on emerging issues and to conduct ourselves with professional competence, fairness, impartiality, efficiency, and effectiveness.
- ◆ Respect the structure and responsibilities of the Board of Directors, provide them with facts and advice as a basis for their making policy decisions, and uphold and implement policies adopted by the Board of Directors.
- ◆ Keep the community informed about issues affecting the poor; facilitate communication by the poor with locally elected public officials and the private sector.
- ◆ Conduct our organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication, and compassion.
- ◆ Exercise whatever discretionary authority we have under the law to promote the interests of the poor.
- ◆ Lead the community action movement with respect, concern, courtesy, and responsiveness, recognizing that service to the poor is beyond service to oneself.
- ◆ Demonstrate the highest standards of personal integrity, truthfulness, honesty, and fortitude in all our community action activities in order to inspire confidence and trust in the community action movement.
- ◆ Serve in such a way that we do not realize undue personal gain from the performance of our professional duties.
- ◆ Avoid any interest or activity that is in conflict with the conduct of official duties. Respect and protect privileged information to which we have access in the course of official duties.
- ◆ Strive for professional excellence and encourage the professional development of our associates, including those seeking to become certified community action professionals.