Organizational Standards, Risk Mitigation, and National Training Center

NASCSP Spring Training Conference, CSBG Orientation

March 28, 2017

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Agenda

- Organizational Standards
- Risk Mitigation
  - National Training Center
  - SEETAS
- Tools and Resources
  - Toolkits
  - Webinars

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The Promise of Community Action

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.

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Organizational Standards

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IM 138

COMMUNITY SERVICES BLOCK GRANT

Information Memorandum

U.S. Department of Health and Human Services
Administration for Children and Families
Office of Community Services
Division of State Assistance
370 L'Enfant Promenade, S.W.
Washington, D.C. 20447

Transmittal No. 138 **Date: January 26, 2015**

TO: State Community Services Block Grant (CSBG) Administrators, U. S. Territory CSBG Administrators, Eligible Entities, and State Community Action Associations

SUBJECT: State Establishment of Organizational Standards for CSBG Eligible Entities under 678B of the CSBG Act, 42 U.S.C. § 9914

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IM 138

- Summer of 2015- State Plans address Standards Implementation
- FY 2016 - All States will Implement Standards
- Impact on State Plans, Monitoring, Annual Report
- States Identified Standards Used
  - COE-Developed Standards (OCS recommends)
  - COE-Developed Standards-Modified
  - State Alternative Standards (as rigorous as COE)

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IM 138

<u>State</u> Authority and Responsibility to Establish Organizational Standards

- Section 678B of the CSBG Act (42 U.S.C. § 9914) requires **State CSBG Lead Agencies** to establish "*performance goals, administrative standards, financial management requirements, and other requirements*" that ensure an appropriate level of accountability and quality among the State's eligible entities
- In order for States to meet these responsibilities under the CSBG Act, *States must establish, communicate, and hold accountable to clear and comprehensive standards* as part of oversight duties.

IM 138

Federal Authority and Responsibility for Organizational Standards

- The statute provides the authority to **collect "such information as the Secretary shall require**," including a series of detailed assurances based on the requirements of the CSBG Act. To assure effective use of funds to meet the purposes of the statute, section 676(d) (42 U.S.C. § 9908(d)) states that the "**Secretary may prescribe procedures** for the purpose of assessing effectiveness of the eligible entities in carrying out the purpose of [the CSBG Act].

M 138-Assessment

- States are responsible for ensuring that the eligible entities **meet all State-established organizational standards**. Some standards (i.e., strategic planning, developing an agency-wide budget, etc.) may take several years for eligible entities to meet, but every entity must make steady progress toward the goal of meeting all standards.

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During the assessment process…

- **If a State finds an eligible entity is not meeting a standard or set of standards, the State's response will depend on the circumstances.**
  - In cases where the eligible entity may be able to meet the standard in a reasonable time frame contingent on some targeted technical assistance, **the State and entity may develop a technical assistance plan** to target training and technical assistance resources and outline a time frame for the entity to meet the standard(s). If appropriate in other situations, the State may initiate action…including the establishment of a Quality Improvement Plan (QIP) with clear timelines and benchmarks for progress.
- As long as the State is confident that the eligible entity is moving toward meeting standards, under a technical assistance plan, QIP, or other oversight mechanism, **the State should not initiate action to terminate or reduce funding.**

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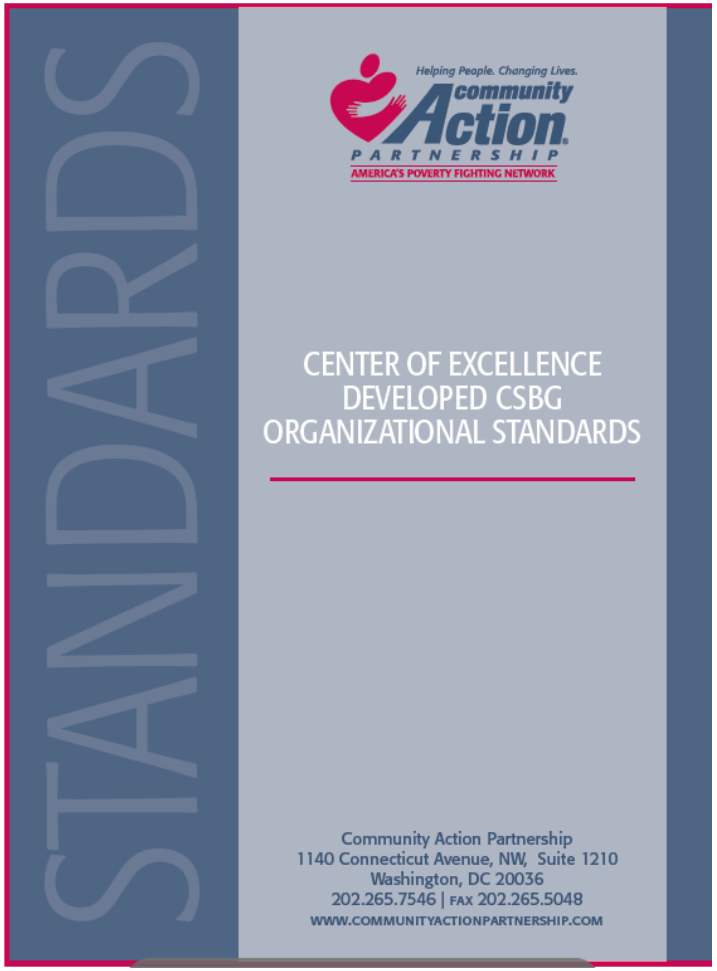
CSBG Organizational Standards

- IM 138
- 58 Private CAAs
- 50 Public CAAs



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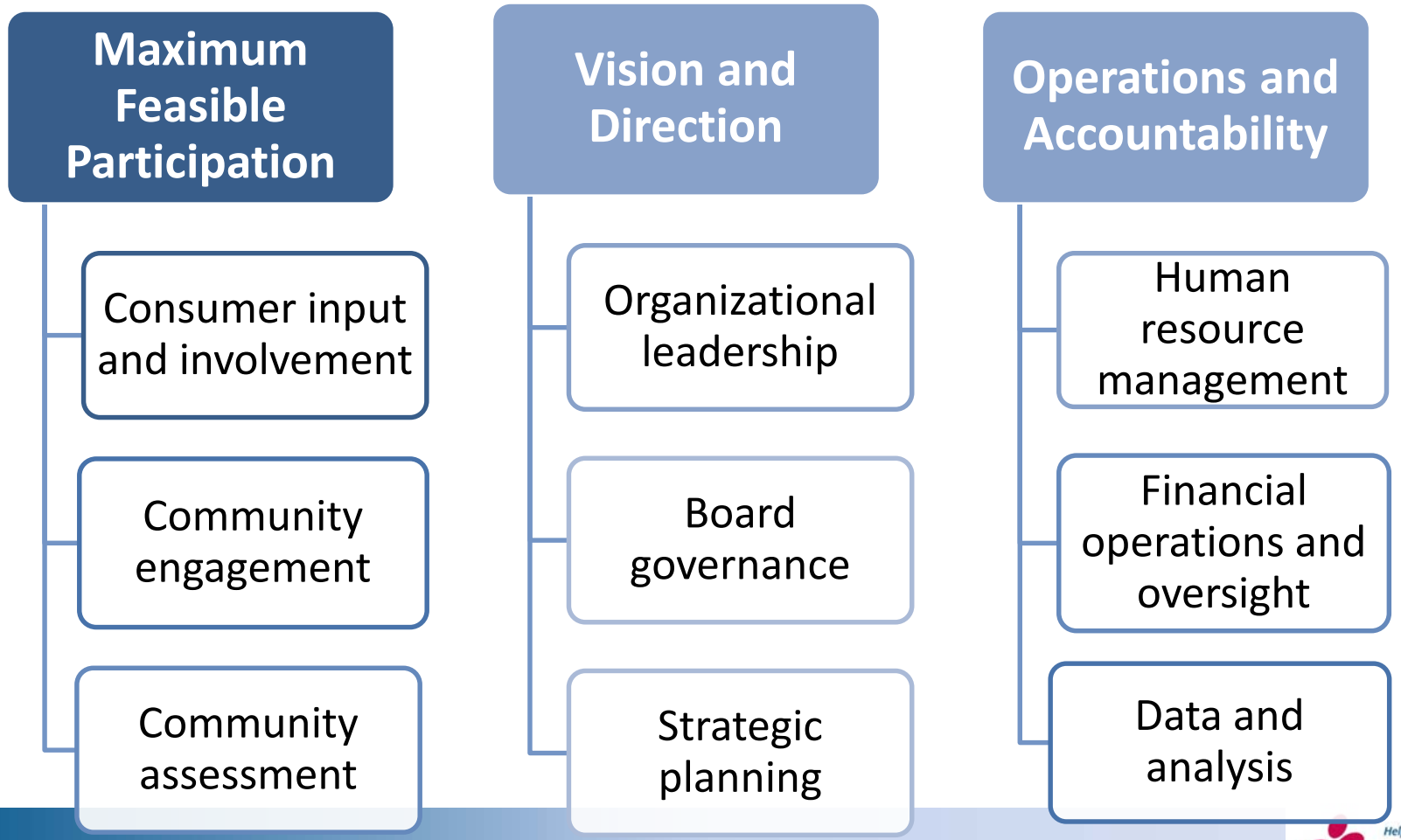
CSBG Organizational Standards

Organized into three thematic groups



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Critical Terms and Groups

- Federal Office of Community Services
  - HHS/ACF
  - CSBG-Community Services Block Grant
  - IM (Information Memorandum) and Dear Colleague Letters
- Organizational Standards Center of Excellence-COE/OSCOE
  - Community Action Partnership
  - COE Developed Organizational Standards
  - CSBG Working Group
- State and Federal Accountability Measures

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Critical Terms and Groups

- ROMA Next Generation
  - NASCSP-National Association of State Community Services Programs
  - Theory of Change (TOC)
- CSBG State Plans
- CSBG Annual Report
  - IS Survey
  - National Performance Indicators
- Office of Management and Budget (OMB)
- Federal Fiscal Year (FY)-October 1-September 30

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TOOLS AND RESOURCES TO ASSIST WITH ORGANIZATIONAL STANDARDS

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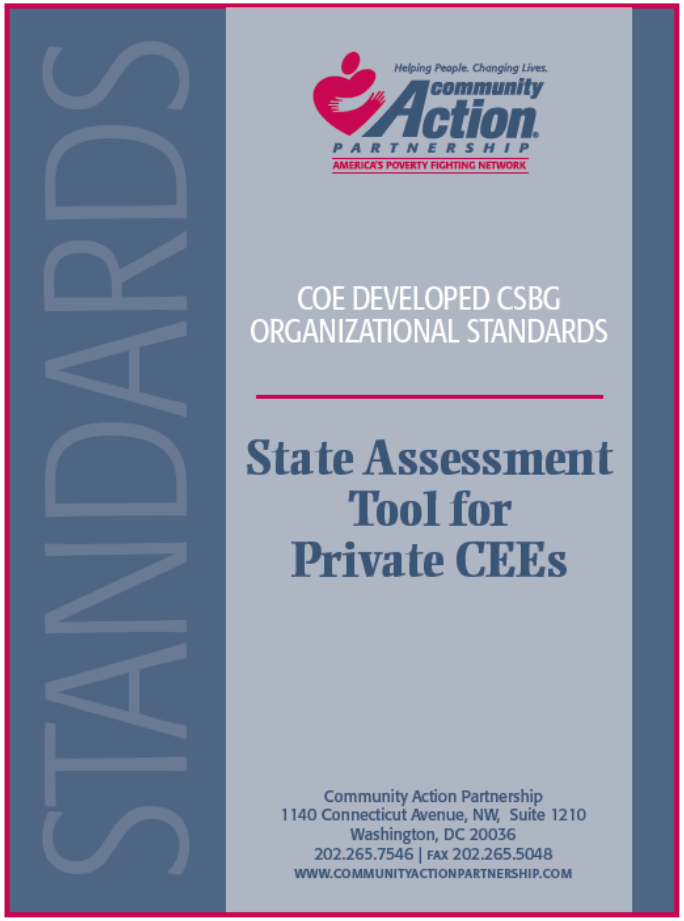
Tools to Help Assess



- Assessment Tool
- Separate Tools for States and CAAs
- Separate Tool for Private and Public CAA State Assessments
- Includes Final COE-Developed Standards Language
- COE Guidance

Vision and Direction – Category 4: Organizational Leadership

Standard 4.4	The governing board receives an annual update on the success of specific strategies included in the Community Action plan.

Guidance

- The CSBG Act requires that boards be involved with assessment, planning, implementation, and evaluation of the programs: this standard supports meeting that requirement.
- This standard is met by an update being provided at a regular board meeting, and documented in the minutes.
- The update provided to the board may be written or verbal.
- The update provided to the board should include specific strategies outlined in the Community Action plan and any progress made over the course of the last year, or by another period of time as determined by the board that is less than one year.

State Assessment of Organization:

☐ Met-The CEE has met the requirements of the Standard as written.

☐ Not Met –The CEE has not met the requirements.

Documentation used: (Check all that apply)

☐ Community Action Plan update/report

☐ Board minutes

☐ Board pre-meeting materials/packet

Other Documentation:

If not met, progress to date on meeting the Standard:

Action steps to be taken to meet the Standard:

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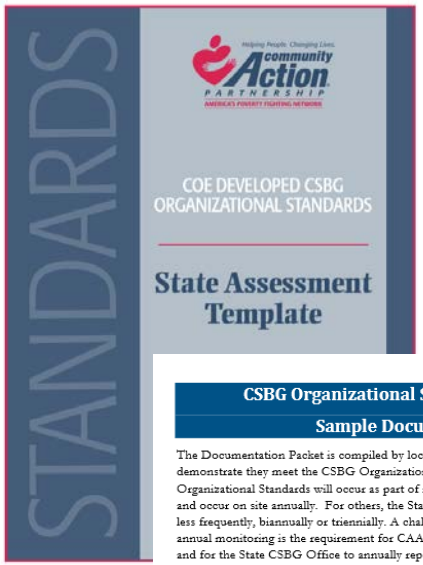
Assessment Template

States and CAAs

Summary Sheet

Documentation Packet



CSBG Organizational Standards-Self Assessment

Sample Documentation Packet

The Documentation Packet is compiled by local CAAs as they collect information annually to demonstrate they meet the CSBG Organizational Standards. For many CAAs, the assessment of Organizational Standards will occur as part of regular monitoring by the State CSBG Lead Agency and occur on site annually. For others, the State CSBG lead Agency conducts on site monitoring less frequently, biannually or triennially. A challenge for States and CAAs that do not conduct annual monitoring is the requirement for CAAs to demonstrate they meet the Standards annually and for the State CSBG Office to annually report the number of CAAs meeting Standards.

To meet this challenge, CAAs and State CSBG Lead Agencies will develop a process that meets the needs in that State. Tools and resources are available from the Organizational Standards Center of Excellence (OSCOE) to assist CAAs and States to meet this challenge in ways that are not overly burdensome. This tool focuses on capturing and filing the documentation necessary to demonstrate how a CAA meets each Standards. This tool and others can be found at www.communityactionpartnership.com.

CAAs will need to demonstrate they meet all Standards annually. Many individual Standards require action on an annual basis, while others do so on a biannual, triennial, or even five year span. There will be materials local CAAs will need to collect that may not change over a five year period (e.g. bylaws, strategic plan). In addition, there will be documents that will need to be collected that may be created monthly (e.g. board minutes). There are certain documents that will be used to demonstrate the CAA meets multiple Standards. This tool is provided to be a guide to help CAAs and State CSBG Lead Agencies think about how to collect, store, and report needed materials over time, limiting duplication of effort. It frames the collection of materials under the title of "Documentation Packet".

A CAA's Documentation Packet may be:

- **Hard copy or electronic (or a blend)**. Some CAAs may prefer to have a binder, file folder, banker's box, or other hard copy system for collecting and storing the documents. Others may prefer electronic documents. In some cases, CAAs may use a mix of both options.
- **Stored at the CAA, State CSBG Lead Agency, in the "cloud", on in some other document sharing environment**; Depending on the system established, the Documentation Packet may be stored at the CAA for access during onsite monitoring, at the State Office for desk audits, or in an online file sharing/storage system accessible to both and even perhaps third parties.
- **Formally updated periodically or as part of the annual assessment process**. Some CAAs may choose to update the Documentation Packet monthly as new materials are developed or may choose to select a single time each year they update the packet.
- **Spread across multiple years**. Some documents may be submitted in the initial Documentation Packet and may not need to be updated for two to four years. CAAs and

SAMPLE Table of Contents (EACH CAA's TABLE OF CONTENTS WILL VARY)

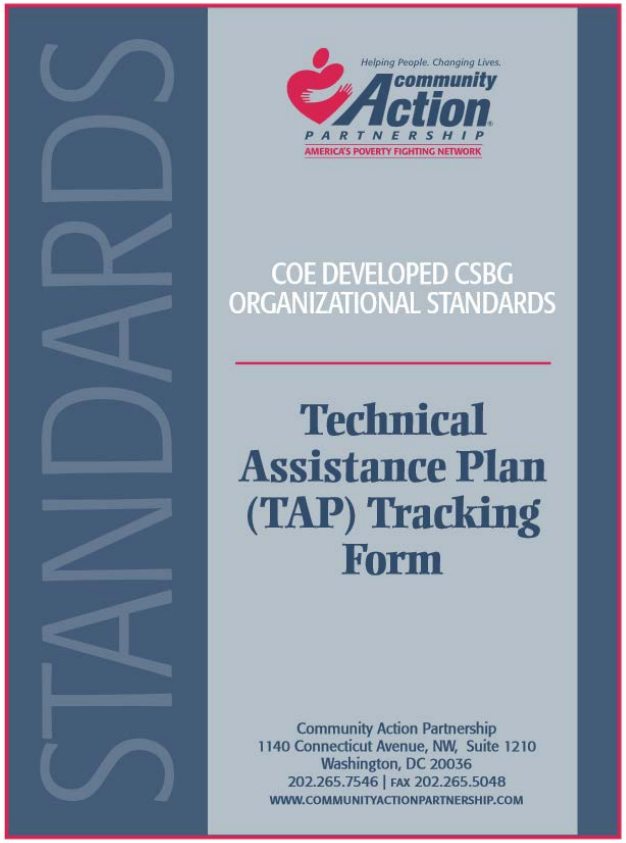
A.	Check Off List of items on File with State CSBG Office	#
B.	Relevant Portions of Board Approved Strategic Plan	#
C.	Additional Strategic Planning Documents	#
a.	Committee Meeting Minutes/Notes	#
b.	Summaries of Focus Groups/Surveys	#
D.	Relevant Portions of Community Needs Assessment	#
a.	Additional Community Needs Assessment Documents	#
E.	Relevant Board Minutes/Sections	#

Date of Assessment _____ Agency Name_____

Section 1: CSBG Organizational Standards Which Need to Be Documented as Met Annually

Standard Number	Standard	Standard Category	CAA Assessment Met ☑	CAA Assessment Not Met ☑	Documentation Packet Page Number(s)	State's Assessment Agrees with CAA's Y/N	Notes
1.1	The organization demonstrates low-income individuals' participation in its activities.	Consumer Input and Involvement					
1.3	The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.	Consumer Input and Involvement					
2.1	The organization has documented or demonstrated partnerships across the community, for specifically identified purposes; partnerships include other anti-poverty organizations in the area.	Community Engagement					
2.3	The organization communicates its activities and its results to the community.	Community Engagement					
2.4	The organization documents the number of volunteers and hours mobilized in support of its activities.	Community Engagement					
4.2	The organization's Community Action plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.	Leadership					

Technical Assistance Plan Tracking Form



DRAFT STATE TECHNICAL ASSISTANCE PLAN TRACKING FORM*

AGENCY NAME: _____

MONITOR NAME: _____ DATE FORM COMPLETED: _____

Unmet CSBG Organizational Standard Number	Performance Improvement Deliverable	Deliverable Deadline	Person Responsible	Progress Review Date	Initial Review Date	Previous Actions Taken	Action Status**			Comments - Updates
							NS	UW	C	

** Please attach other documents as needed and appropriate. Form may be modified/ adapted, as needed, by State CSBG Offices. Form may be completed quarterly or as frequently as needed.*

*** NS (Not Started) UW (Underway) C (Task Completed)*

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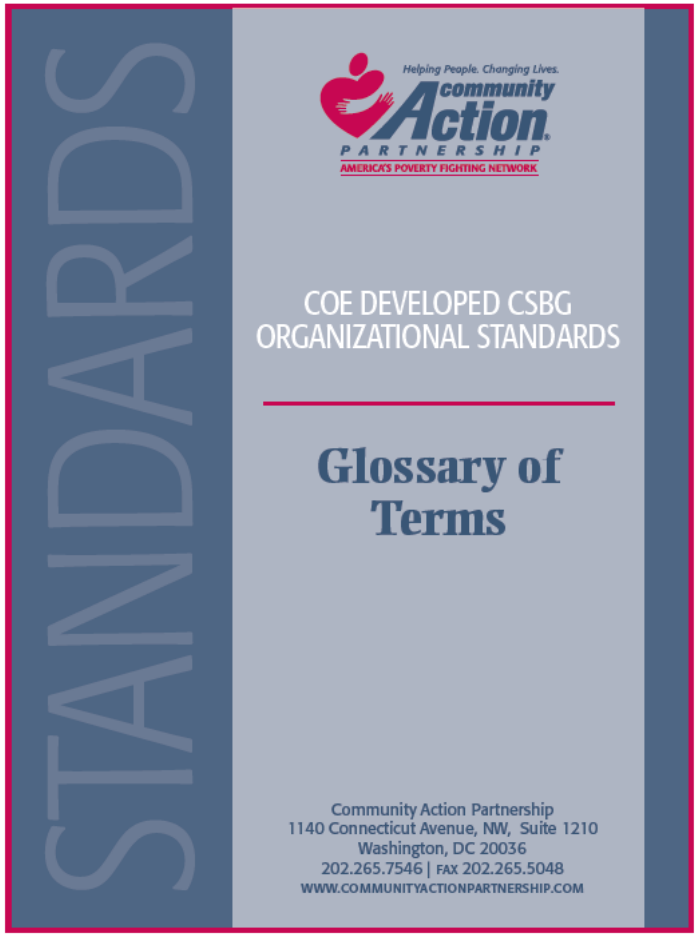
Tools to Help Assess

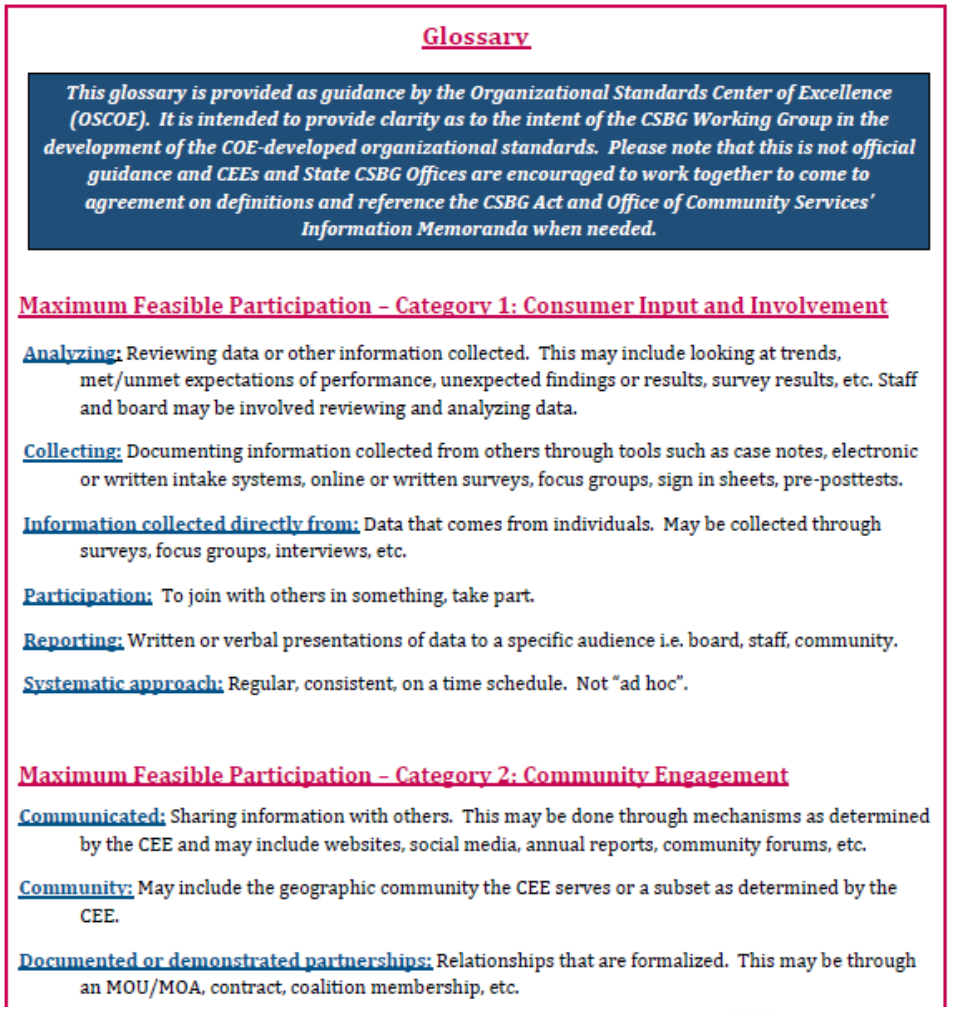


Glossary of Terms

This glossary is provided as guidance by the Organizational Standards Center of Excellence (OSCOE). It is intended to provide some clarity as to the intent of the CSBG Working Group in the development of the Standards. Please note that this is not official guidance and CAAs and State CSBG Offices are encouraged to work together to come to agreement on definitions and to refer to the CSBG Act and Office of Community Services' Information Memoranda when needed.

Glossary

- Updated February 2015
- Incorporated new definitions as needed by the IM 138
- More detail to come on broader IM 138 Issues



Glossary

This glossary is provided as guidance by the Organizational Standards Center of Excellence (OSCOE). It is intended to provide clarity as to the intent of the CSBG Working Group in the development of the COE-developed organizational standards. Please note that this is not official guidance and CEEs and State CSBG Offices are encouraged to work together to come to agreement on definitions and reference the CSBG Act and Office of Community Services' Information Memoranda when needed.

Maximum Feasible Participation – Category 1: Consumer Input and Involvement

Analyzing: Reviewing data or other information collected. This may include looking at trends, met/unmet expectations of performance, unexpected findings or results, survey results, etc. Staff and board may be involved reviewing and analyzing data.

Collecting: Documenting information collected from others through tools such as case notes, electronic or written intake systems, online or written surveys, focus groups, sign in sheets, pre-posttests.

Information collected directly from: Data that comes from individuals. May be collected through surveys, focus groups, interviews, etc.

Participation: To join with others in something, take part.

Reporting: Written or verbal presentations of data to a specific audience i.e. board, staff, community.

Systematic approach: Regular, consistent, on a time schedule. Not "ad hoc".

Maximum Feasible Participation – Category 2: Community Engagement

Communicated: Sharing information with others. This may be done through mechanisms as determined by the CEE and may include websites, social media, annual reports, community forums, etc.

Community: May include the geographic community the CEE serves or a subset as determined by the CEE.

Documented or demonstrated partnerships: Relationships that are formalized. This may be through an MOU/MOA, contract, coalition membership, etc.

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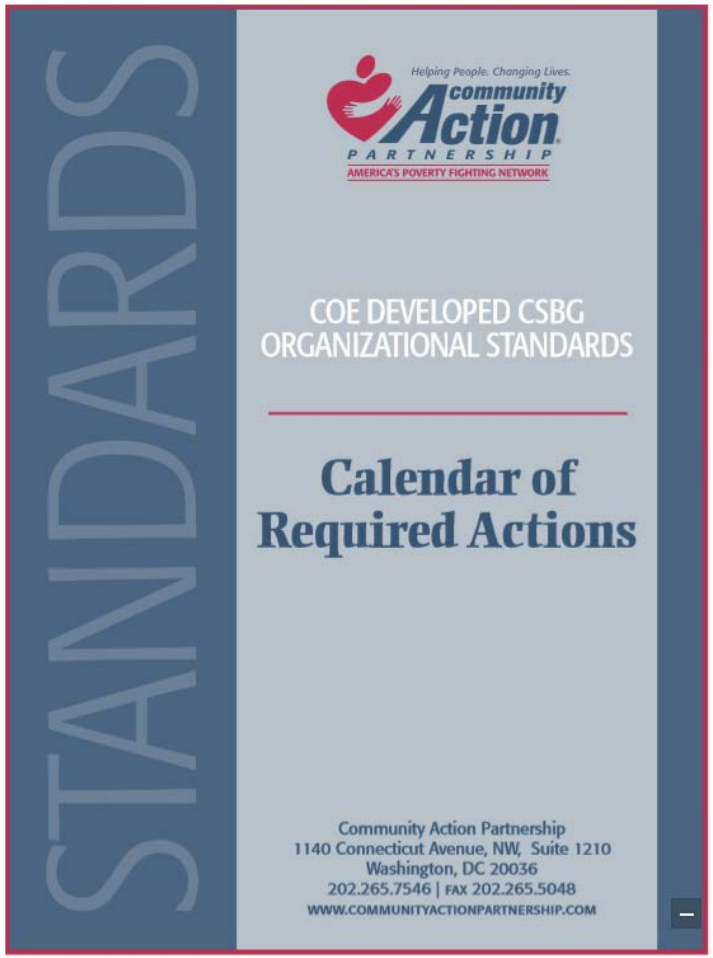
Calendar of Required Actions

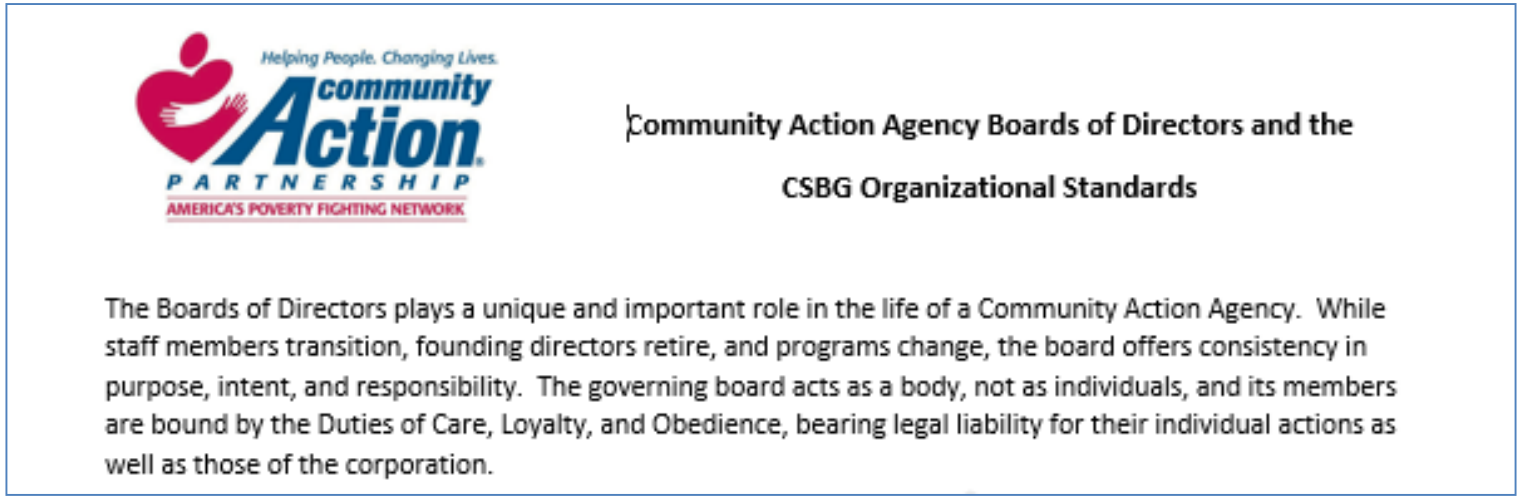


- Annually
- Every 2 Years
- Every 3 Years
- Every 5 Years
- Documentation

Tools Already Available to Help CAAs Meet the Standards

Boards of Directors/Advisory Boards

- Handouts
- Videos



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Community Action Agency Boards of Directors and the

CSBG Organizational Standards

The Boards of Directors plays a unique and important role in the life of a Community Action Agency. While staff members transition, founding directors retire, and programs change, the board offers consistency in purpose, intent, and responsibility. The governing board acts as a body, not as individuals, and its members are bound by the Duties of Care, Loyalty, and Obedience, bearing legal liability for their individual actions as well as those of the corporation.

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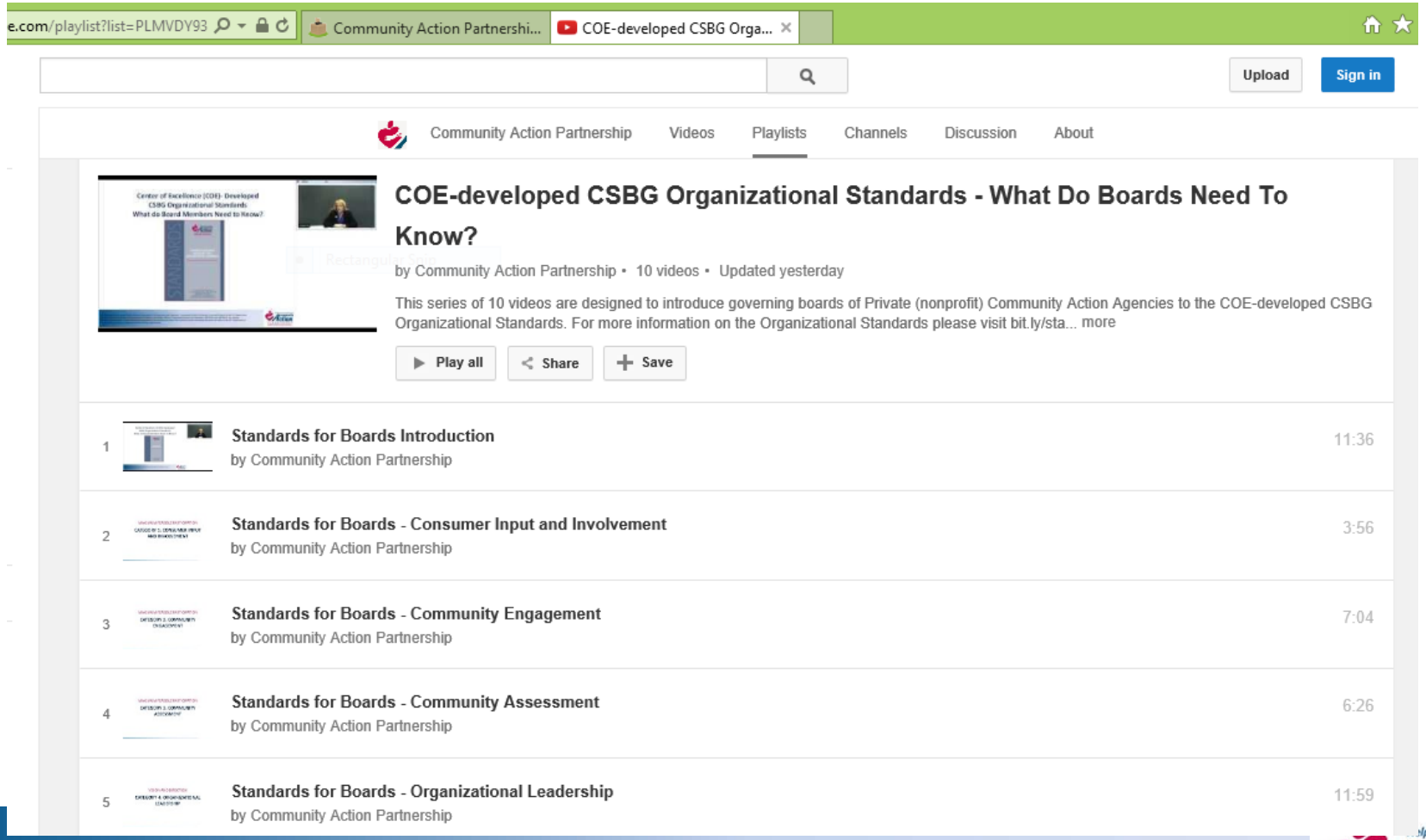
Community Action Partnership YouTube Channel-Board Videos



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Toolkits and Webinars for Each of the Nine Categories

- Additional Guidance
  - Definition
  - Compliance
  - Document
- Beyond Compliance
- Resources
- Assessment Scales

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Toolkit Sections

Standard 5.2 The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.

A. Guidance on the Definition and Intent of the Standard

The CSBG Act states that CAA boards must have the tripartite structure noted above, including at least one-third of its membership being democratically selected representatives of the low-income community. Standard 5.2 states that CAAs need to have written procedures for how this is done in their local organization. It is important to note that the Act states democratically *selected*, not elected. Once a potential board member is selected, that individual will still need to be elected and seated to the board following the CAA's bylaws and board policies.

According to IM 82 "the implicit intent of this requirement is to insure that those who currently live in areas served by the agency are represented so that they have a strong voice in agency governance and direction and are able to convey to those they represent the presence and significance of community action in their lives." All CAA board members have an equal voice and vote in agency governance.

IM 82 continues, "Every effort should be made by eligible entities to assure that board members representing low-income individuals and families:

- Have been selected on the *basis of some form of democratic procedure* either directly through election, public forum, or, if not possible, through a similar democratic process such as election to a position of responsibility in another significant service or community organization such as a school PTA, a faith-based organization leadership group; or an advisory board/governing council to another low-income service provider;
- Are *truly representative of current residents* of the geographic area to be served, including racial and ethnic composition, as determined by periodic selection or reselection by the community. Being current should be based on the recent or annual demographics changes as documented in the needs/ community assessment. This does not preclude extended service of low-income community representatives on boards, but does suggest that continued board

B. Guidance on Compliance and Documentation

Documentation may include the written policy itself, board policy or procedure manual, bylaws, minutes, etc.

CAAs are encouraged to keep this process straightforward and not to incorporate something too complex. Examples of democratic selection procedures for low-income sector directors include:

Source: CAPLAW's Tools for Top-Notch CAAs

C. Beyond Compliance: Benchmarking Organizational Performance

Having true representation from the low-income community is an important element of a CAA governance structure. Working to ensure that all board committees (beyond committees that have decision making authority which are already required to maintain the structure) have a tripartite structure can help a CAA move beyond compliance toward excellence. In addition, incorporating advisory committees that engage low-income residents can also bring additional voice to the table.

D. Resources

As with the first standard in this category, this requirement is not new. Such procedures may be written in the agency's bylaws (and under some states' CSBG laws or regulations, may be required to insert it into the CAA's bylaws), procedure manuals, or other document to meet this Standards.

CAPLAW. *Tools for Top-Notch CAAs: A Practical Approach to Governance and Financial Excellence. (2011).* http://caplaw.org/resources/PublicationDocuments/TopNotchToolkit.html

Information Memorandum (IM) 82. *Tripartite Boards.* Issued March 23, 2005 http://www.acf.hhs.gov/programs/ocs/resource/im-no-82-tripartite-boards

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Assessment Scales

- For Internal Use by CAAs Only
- Moving Beyond Compliance
- Accompanying webinars

	Documentation Used	Unacceptable	Unsatisfactory	Satisfactory	Advancing	Outstanding	Action to be Taken	Individual(s) Responsible	Target Date(s)
Standard 5.1 The organization's governing board is structured in compliance with the CSBG Act: 1. At least one third democratically-selected representatives of the low-income community; 2. One-third local elected officials (or their representatives) and; 3. The remaining membership from major groups and interests in the community.	•								
Standard 5.2 The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.	•								
Standard 5.3 The	•								

	Unacceptable	Unsatisfactory	SATISFACTORY	Advancing	Outstanding
Standard 5.1	Our bylaws do not reference the tripartite structure.	Our bylaws reference the tri-partite structure but the board does not reflect this.	**The organization's governing board is structured in compliance with the CSBG Act: 1. At least one third democratically-selected representatives of the low-income community; 2. One-third local elected officials (or their representatives) and; 3. The remaining membership from major groups and interests in the community.**	Our low income board seats are filled with people living in low-income communities, standing committees that have the power to act on behalf of the board (such as the executive committee) have a tripartite structure.	Our board and each standing committee reflect the tripartite nature of the board structure.
Standard 5.2	We do not have a written democratic selection process and the board does not have 1/3 of its membership coming from the low income community	We do not have a written democratic selection process but the board is seated with 1/3 being representatives of the low income community.	**The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.**	Our written procedure for selection is followed and reviewed by the board (or appropriate committee) every five years to assess its success and modified as needed.	Our written procedures are reviewed prior to each board election cycle to ensure that the process is inclusive and is reaching the intended low-income community.
Standard 5.3	It has been more than 10 years since our bylaws were reviewed by an attorney, or never reviewed by an attorney.	Our bylaws have been reviewed by an attorney in between 5-10 years ago.	**The organization's bylaws have been reviewed by an attorney within the past 5 years.**	Our bylaws have been reviewed by an outside attorney familiar with the state's nonprofit law within the past 5 years.	Our bylaws have been reviewed by an outside attorney familiar with the state's nonprofit law within the past 3 years.

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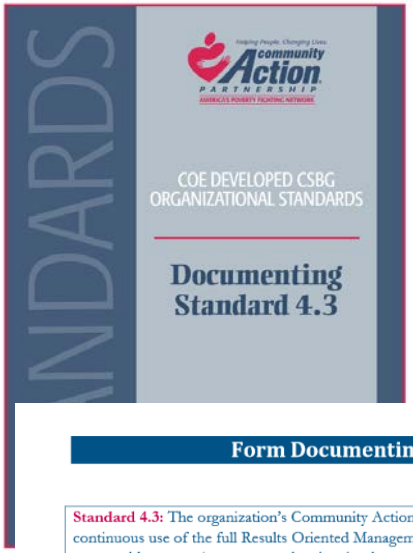
Standard 4.3



Form Documenting Standard 4.3

Standard 4.3: The organization's Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.

This Standard is intended to demonstrate the Eligible Entity's use of all of the phases of the ROMA Cycle in its work. The documentation for this integration can be found in its Community Assessment, Strategic Plan, and agency reports (to external entities and to its board). It is not intended to be a complex or burdensome description of use, but an affirmation that the agency engaged in thoughtful assessment of needs, planning to meet those needs, implementation of programs and services designed to meet those needs, collection of data, and an analysis of this data.

Please provide a brief narrative describing your agency's use of each step of the ROMA Cycle using elements of your Community Assessment *and/or* Strategic Plan to do so.

	Community Assessment	Strategic Plan	Agency Reports
Assessment			
Planning			
Implementation			
Achievement of Results			
Evaluation			

See attached checklist that Nationally Certified ROMA Trainers may use to frame discussion with local agencies about specific areas of the Cycle.

A Nationally Certified ROMA Trainer (NCRT) is to be accessed by each Eligible Entity during the course of the ROMA Cycle. This can be done through a conference call, in person consultation or training, etc. at some point during the cycle. Again, the documentation of this interaction is not meant to be burdensome, but a brief narrative describing the type of interaction with the Certified ROMA Trainer.

Name of Certified ROMA Trainer	
Relationship of Trainer to CAA (On staff, consultant, State Association, Other)	
Type of Interaction (in person or by phone/web meeting)	
Date(s) of Interaction	
Brief Description of Interaction	

MEMORANDUM OF UNDERSTANDING

BETWEEN

Arkansas Community Action Agencies Association Inc.
Arkansas Community Action Agencies
Arkansas DHS Division of County Operations/Office of Community Services

This Memorandum of Understanding (MOU), effective July 1, 2015, is entered into by and between the Arkansas Community Action Agencies Association Inc. (ACAAA), Arkansas Community Action Agencies (CAAs), and the Arkansas DHS Division of County Operations/Office of Community Services (OCS), to confirm participation in a statewide effort to increase the capacity of Arkansas CAAs to implement and document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle - assessment, planning, implementation, achievement of results, and evaluation.

Nationally Certified ROMA Trainers

Access to ROMA trainers in Arkansas will be provided by trainers that are nationally certified in Results Oriented Management and Accountability, a performance-based initiative designed to preserve the anti-poverty focus of Community Action Agencies receiving Community Services Block Grant (CSBG) funds. Nationally Certified ROMA Trainers (NCRTs) in Arkansas, as well as qualified consultants, will facilitate the provision of training and technical assistance, as well as carry out the following functions:

Functions of NCRTs

Arkansas NCRTs will implement and document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle, including assessment, planning, implementation, achievement of results, and evaluation.

Statewide ROMA Participation

The Arkansas Community Action Agency (CAA) will:

- Designate at least one staff member to be an active participant on the ACAAA ROMA Committee, which will play a key role in developing common approaches to meet CSBG

Arkansas Community Action Agencies Association, Inc.

CHECKLIST FOR MONITORING COMMUNITY NEEDS ASSESSMENTS FOR STATE CSBG OFFICES

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Structure of Community Assessment Checklist

This checklist suggests an approach that state monitors can use to support the assessment of a CEE's report to determine if the CEE met each of the standards related to the community assessment. Three sections are contained within the checklist. The first section includes the standards in the Community Assessment category. The second section includes standards that are associated with community assessment, but are located in other standard categories such as Strategic Planning, Customer Input and Involvement and Community Engagement. The third section highlights other elements of a comprehensive report that are not included in the standards, but will be helpful to monitors as they review assessment reports.

The checklist will help monitors answer the following questions:

- What should I be looking for when I read a Community Needs Assessment (CNA) report?
- What elements should the CNA report contain?
- How do I know if this is a "comprehensive and complete" CNA report?
- How can I assist the CEE in doing a more comprehensive CNA report?

The checklist is organized as follows:

- Each standard associated with conducting a community assessment is listed.
- Following each standard is a description of what needs to be done or included in the report to meet the standard.
- Check boxes ☐ are provided for monitors to check if the standard is met.
- Additional information (the "whys") of the process is included.

☐ **B. Qualitative Data is contained in the report.**

Qualitative data (often referred to as descriptive or narrative data), is used in assessment reports to augment the numerical data. These opinions and observations offer a rich picture and help provide insight into the depth and breadth of an issue. The information can be gathered in a variety of ways. While not all methods need to be employed in the assessment process, it's important for monitors to note that more than one of the following methods are evidenced in the assessment report. For example, conducting a survey offers valuable information however, responses to a survey is unlikely to reveal the depth of an issue. Qualitative data must be presented and reported using the actual words of the respondents. (i.e., "the cost to rent an apartment in my community is too high and it makes renting a safe apartment difficult.") Otherwise, summarized qualitative data is quantitative (i.e., "x number of people said that rents for apartments are too high.")

☐ i. Surveys

If surveys are utilized, each survey should be individualized to the specific target group. It's important for monitors to note that a survey intended for low-income customers should be wide-spread and extend to individuals beyond those who utilize the services of the CEE. If the monitor sees that surveys are done only with customers in the CEEs programs s/he may find that the survey coincides with current CEE programs and services but does not provide a true assessment of the customers' complete needs. Conducting surveys that include other individuals with low incomes (participants of partner

Risk Mitigation

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CSBG T/TA
Office of Community Services

- IM 123
- Regional Performance and Innovation Consortia
- State Associations
- National Centers of Excellence
  - Organizational Standards
  - National Training Center/SEETAS
  - Learning Communities Resource Center
- Legal (CAPLAW)

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CSBG T/TA
Office of Community Services

- IM 151
- CSBG Performance Management Framework;
- Infrastructure and Analytics;
- Governance, Leadership and Staff Development;
- Effective State Oversight; and
- Results-Oriented Services and Strategies

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State-Specific T/TA Plan

- Joint effort of State Association and State CSBG Lead Agency
- Role of RPIC
- Template and Web Training Available
- May 19, 2017 RPIC sends plans to OCS and National Partners; plan due October 1, thereafter
- Regional Convening's/Initiatives

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Red Flag Agency Issues

- Financial Management
- Board Governance
- CSBG Act
- Organizational Standards
- Other…

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National Training Center

- Toolkits
  - Cost Allocation
  - Time and Effort Reporting
  - Risk Assessment
  - Balanced Scorecard/Strategic Planning
  - Measuring Impact of Partnerships/Collaborations
  - Reading Your Audit
  - Online Community Action Needs Assessment Tool
  - Online Nonprofit Risk Management Center
  - Succession Planning/Executive Transition
  - CSBG Monitoring-IM-116
  - Spotlight on Nonprofit Grants Administration OMB Circular A-110

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CSBG TRAINING and TECHNICAL ASSISTANCE RESOURCE CENTER

- Webinars
  - Recorded and Posted Online
  - Available 24/7
- T/TA E-Newsletter
- Online Resource Center www.csbgtta.org
- Twitter Feed @NatTrainingCtr

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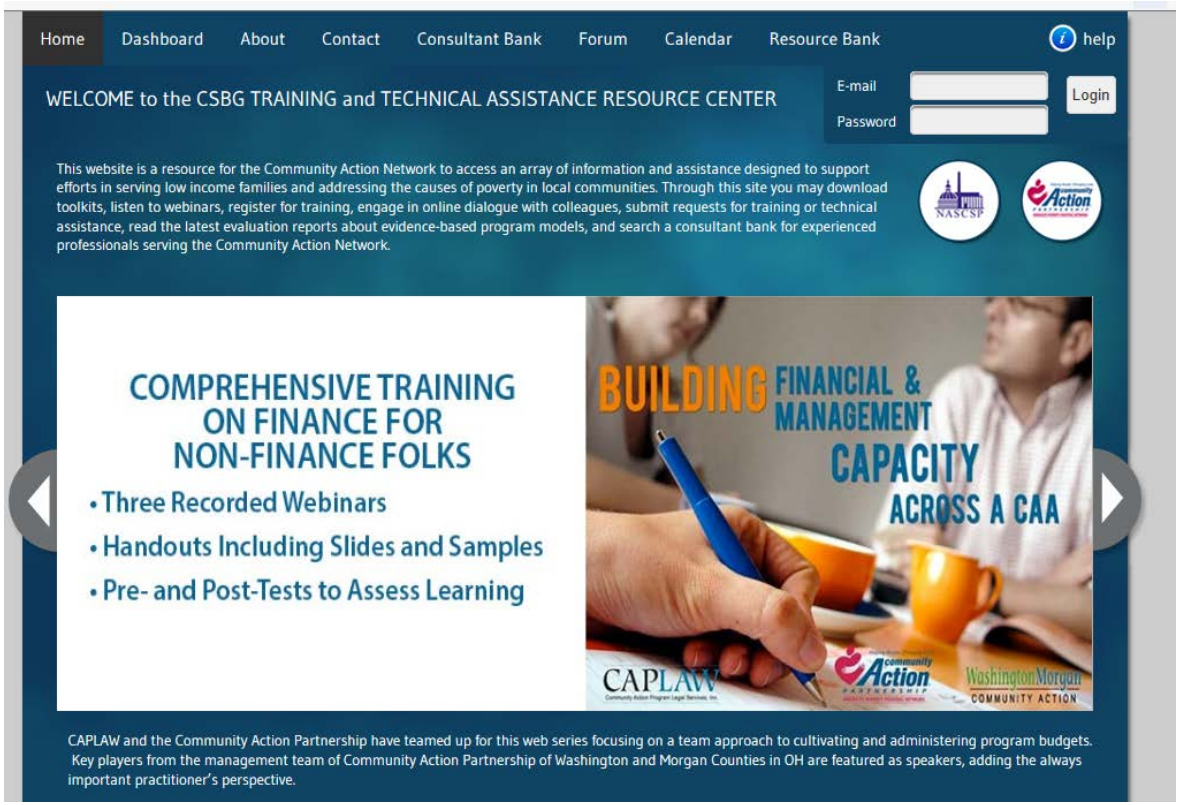
CSBG T/TA Resource Center

National Training Center

- www.csbgtta.org
- *Many more toolkits, webinars, and print resources*
- Consultant Bank
- Training Calendar
- Discussion Forum
- Shared Calendar
- Individual registrations for Board and Staff



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SEETAS: State and Eligible Entity Technical Assistance Services

- Partnering with OCS, NASCSP, CAPLAW
- Work with a few states
- Cadre of Consultants
- Assessment and technical assistance
- Tools, resources

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Learning Communities Resource Center

- **Decreasing Family Homelessness** - Increasing affordable housing in safe neighborhoods, and expanding shelter supports and other services leading to home ownership.
- **Increasing Financial Empowerment for Families** - Designing strategies to help families with low and moderate incomes stabilize their financial lives and rise above poverty.
- **Trauma Informed Approaches for Alleviating Poverty -** Understanding, recognizing, and responding to the effects of all types of trauma in antipoverty efforts.
- **Place-Based Strategies for Community Revitalization** - Developing and/or obtaining tools and resources to transform neighborhoods of concentrated poverty into neighborhoods of opportunity that support the optimal development and well-being of children and families.
- **Bundling Services to Improve Outcomes** - Affirming the existence of comprehensive, bundled services in the Network and identifying which bundle of services are most impactful for serving low-income families.

Learning Community Groups

- Health Intersections - Collaborating with the health sector to strengthen anti-poverty outcomes for families.
- Poverty Trends - A survey course on the causes and conditions of poverty today and its impact on Community Action.
- Rural IMPACT - A demonstration project working with 10 U.S. communities to make systems change in rural communities to implement a focused and intentional two generation approach to poverty.

Tools and Resources
NASCSP and CAP

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NASCSP TOOL

National Association for State Community Services Programs

A Community Action Guide to Comprehensive Community Needs Assessments

July 2011

Produced by NASCSP, with significant contributions by:

Barbara Mooney, PhD, Community Action Association of Pennsylvania
Margaret Power, PhD, Economic Opportunity Studies

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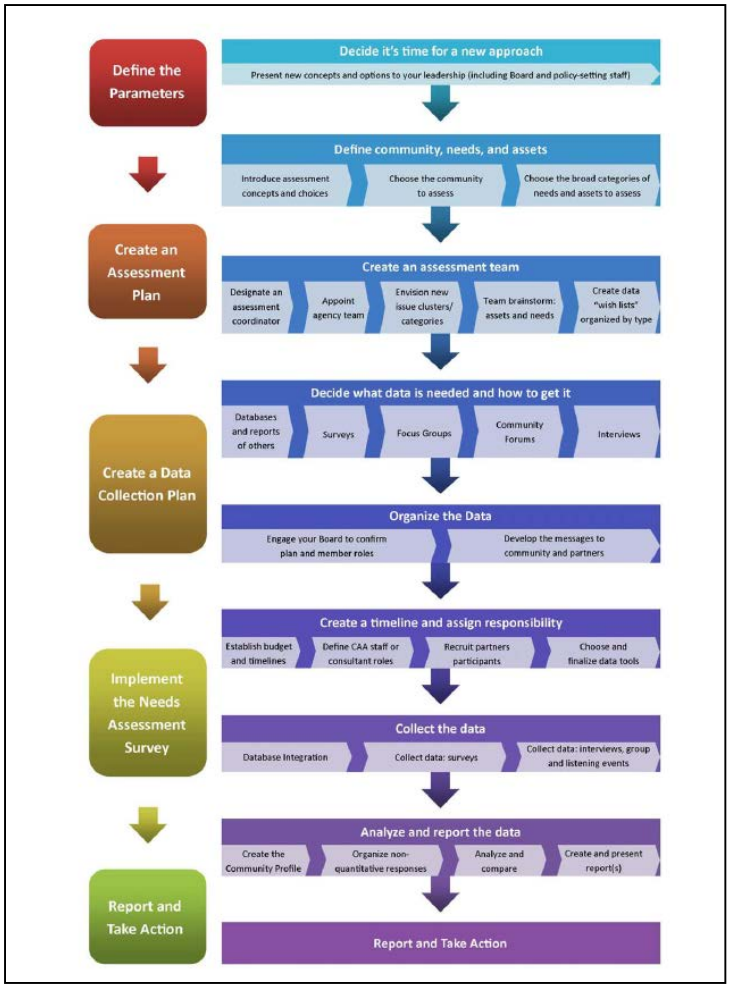

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CSBG MONITORING STANDARDS

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Monitoring Principles

Mutual Respect
In working with grantee boards, staff, and consultants, State CSBG offices value and recognize the unique knowledge, ability, and independence of each person. State CSBG offices are committed to treating all persons fairly and maintaining credibility by matching actions with words.

Open Communication
Effective communication is key in facilitating good working relationships with partners, and State CSBG offices are committed to keeping lines of communication open. The purpose of communication is to assist in developing solutions to problems, to share program improvement ideas, and provide information on new developments in the anti-poverty field. State CSBG offices communicate frequently through a variety of tools and media. CSBG offices are open to contact and are committed to listening to suggestions/concerns. This aids in the CSBG office in gaining an understanding of local operations and assisting CAAs in pursuing priorities.

Joint Problem Solving
State CSBG offices operate under the basic belief that a team approach to problem solving is in the best interest of all parties involved. State CSBG offices sincerely believe that collectively the office and the CAA can arrive at the best solution to any situation. Through a team approach to problem solving, CSBG offices think outside the traditional ways and come up with the best strategies for program development, conflict resolution, or compliance issues.

Monitoring Practices

The states need to assess the health of the entire agency, not just program-by-program compliance. Such assessments include general oversight, desk reviews, and on-site reviews of the following: Community Action Plan and/or contract, needs assessments, service delivery systems, administration and management systems, board and governance systems, and financial systems.

Practice 1 - State monitors look at more than compliance with program rules and regulations.

In assessing the health of an agency, state monitors cannot look solely at compliance with particular program standards. Individual CAAs may have expertise in particular programs or services and may excel in any 'snapshot' view of the CAA. However, the same agency may be having difficulty in operating other programs, or may be delivering sub-standard services throughout the rest of the organization. State monitors need to take a systems view of each CAA

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A SELF-ASSESSMENT TOOL FOR STATE CSBG OFFICES

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A SELF-ASSESSMENT TOOL FOR STATE CSBG OFFICES

INTRODUCTION: This assessment tool is designed to help State CSBG Offices assess themselves in the area of Regulatory Compliance, Program and Grant Management, Internal Controls, and much more. This tool will allow States to take an in-depth look at their internal policies and procedures and identify areas of strength and areas for improvement.

It consists of two assessment tools. Part 1 is a checklist covering regulations and management of a state office. Part 2 takes a somewhat broader viewpoint and is intended to provide the user with an assessment of his/her office's capacity to implement a high quality Community Services Block Grant (CSBG) Program. Part 2 also includes resources, policies and practices that have proven to contribute to the implementation of a sound, performance-oriented program.

SELF-ASSESSEMENT TOOL FOR STATE CSBG OFFICES: PART 1 State Office Regulations and Management

REGULATORY COMPLIANCE AND MANAGEMENT	Links	Obtained Yes=Y	Comments
All state level staff should be familiar with and have easy access to the following:			
CSBG federal legislation	CSBG Statute		
Any state level CSBG legislation and other legislation or regulations governing non-profits.	State statutes, rules and codes.		
CSBG Organizational Standards: The standards are designed to ensure that CSBG Eligible Entities (CEEs) have the capacity to provide high-quality services to low income families and communities. Information Memorandum # 138 provides direction to States, the District of Columbia, U.S. Territories, and CEEs on establishing organizational standards.	IM 138 State Establishment of Organizational Standards		

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A SELF-ASSESSMENT TOOL FOR STATE CSBG OFFICES

SELF-ASSESSEMENT TOOL FOR STATE CSBG MANAGERS: PART 2

INTRODUCTION: The Community Services Block Grant with its fixed network of Community Action Agencies and program decisions vested in local boards poses some unique challenges for the state level management. Part 2 of this self-assessment focuses on resources and practices that can assist the CSBG offices in addressing those challenges in a way that **goes bevond compliance with federal regulatory requirements**. The objective here is to provide suggestions that will assist the **user in achieving not just compliance with regulations, but excellence**.

Six key areas are covered: Staff Resources, State Level Advisory Committee, Leadership Resources, Communication Tools and Resources, Information Technology Resources and Creating a Culture of Accountability and Performance. A list of recommended readings is also provided.

This self-assessment is not designed to provide a rating or score but rather to serve as a means of identifying those key management resources that may be strong, need improvement or missing. In the space provided after each category enter "S" if this is an area of strength, enter "I" if this resource is present but improvement is needed, and enter "M" if this resource is unavailable or not used. Upon completion those areas designated "M" should be your first priority for corrective action followed by those areas designated "I".

STAFF RESOURCES	S=Strength I=Improvement Needed M=Missing	Comments

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www.communityactionpartnership.com

Comprehensive Online Community Needs Assessment Tool

Maps & Data Hubs Channels

Community Action Partnership

Home | Activity | Hub Library | Members 345

Serving our network of over 1000 Community Action Agencies across America in the fight to eliminate poverty ...

COMMUNITY ACTION PARTNERSHIP

THE NATIONAL ASSOCIATION | WASHINGTON, DC

If you have not already registered, please take 30 seconds to do so now so you request membership to this group. Not sure how to register? Watch this short video.

Welcome to the Community Action Partnership's Comprehensive Community Needs Assessment (CCNA) Tool and Mapping Hub. The Hub acts as your entry into an online tool with multiple features that allow for the efficient use of data and mapping as part of a larger Community Needs Assessment process. Here, you can measure and visually represent the fundamental drivers of poverty in your community through an array of census data sets, a report generator, and a mapping tool.

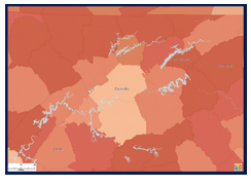
Using the Comprehensive Community Needs Assessment (CCNA) Tool

The CCNA Online Tool provides a significant amount of the secondary data that will assist you in completing comprehensive community needs assessment with the click of a button.

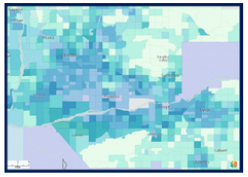
How to Use the CCNA Report Tool | **Start a New Assessment** | **Learn About the Data**

Using Maps & Data to Support Your Community Needs Assessment Process

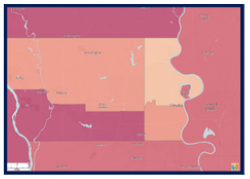
The Mapping Tool will allow members to create maps based on a variety of data sets such as the American Communities Survey or the Current Population Survey. Members can map indicators found in the data sets down to the census tract level and can further refine their maps by uploading data of their own design.



Children in Poverty Experiencing Food Insecurity



Population Below Poverty/Housing Assistance



Population in Poverty by Disparity Index

For more information on community needs assessments as they relate to the Community Services Block Grant click here to access *A Community Action Guide to Comprehensive to Community Needs Assessments* produced by the National Association for State Community Services Programs (NASCSP).

Try it out now to see how easy it is to get a jump on your CSBG Community Needs Assessment or Head Start Community Assessment. For more information, contact the National Training Center at TTAsupport@communityactionpartnership.com

This online resource was developed by the Center for Applied Research and Environmental Systems (CARES) at the University of Missouri and the Institute for People, Place and Possibility in cooperation with the Community Action Partnership's National Training Center, the Missouri Association for Community Action, and the New York State Community Action Association. This tool is FREE to Community Action Agencies and Other CSBG Eligible Entities.

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Community Action Online Risk Assessment Tool

ONLINE TOOLS . . . .

Nonprofit Risk Management Center AFFILIATE

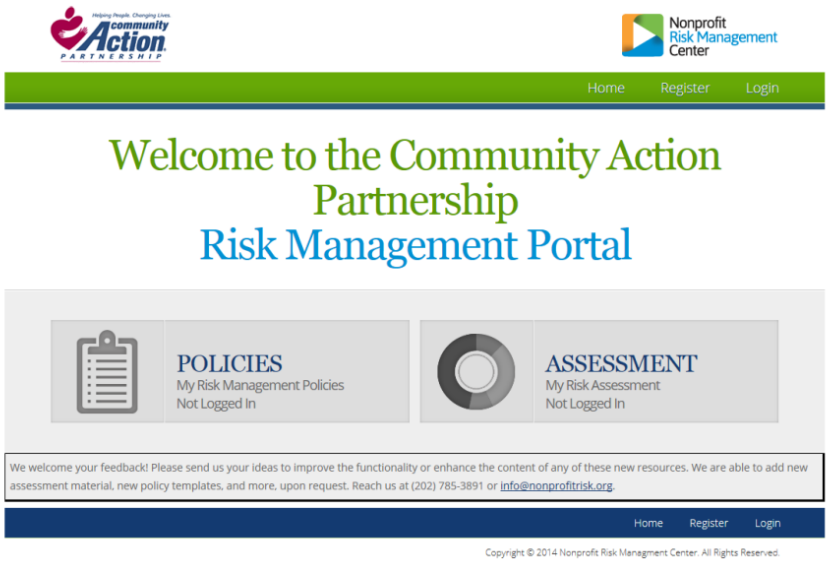
Find the answer here | nonprofitrisk.org

Click to access information and resources

Click on the logo above to be taken to the National Training Center's Affiliates Page with the Nonprofit Risk Management Center. This will be your entry page to the various affiliate benefi provided to you through the NRMC and the Community Action Partnership's National Training Center.

Affiliates have access to various discounted risk management resources as well as a customi risk management tool designed specifically for CSBG eligible entities. The tool may be access directly free of charge. The additional resources may be purchased at a discounted rate.

Need help accessing the Affiliate page? Contact us at TTAsupport@communityactionpartnerhship.com



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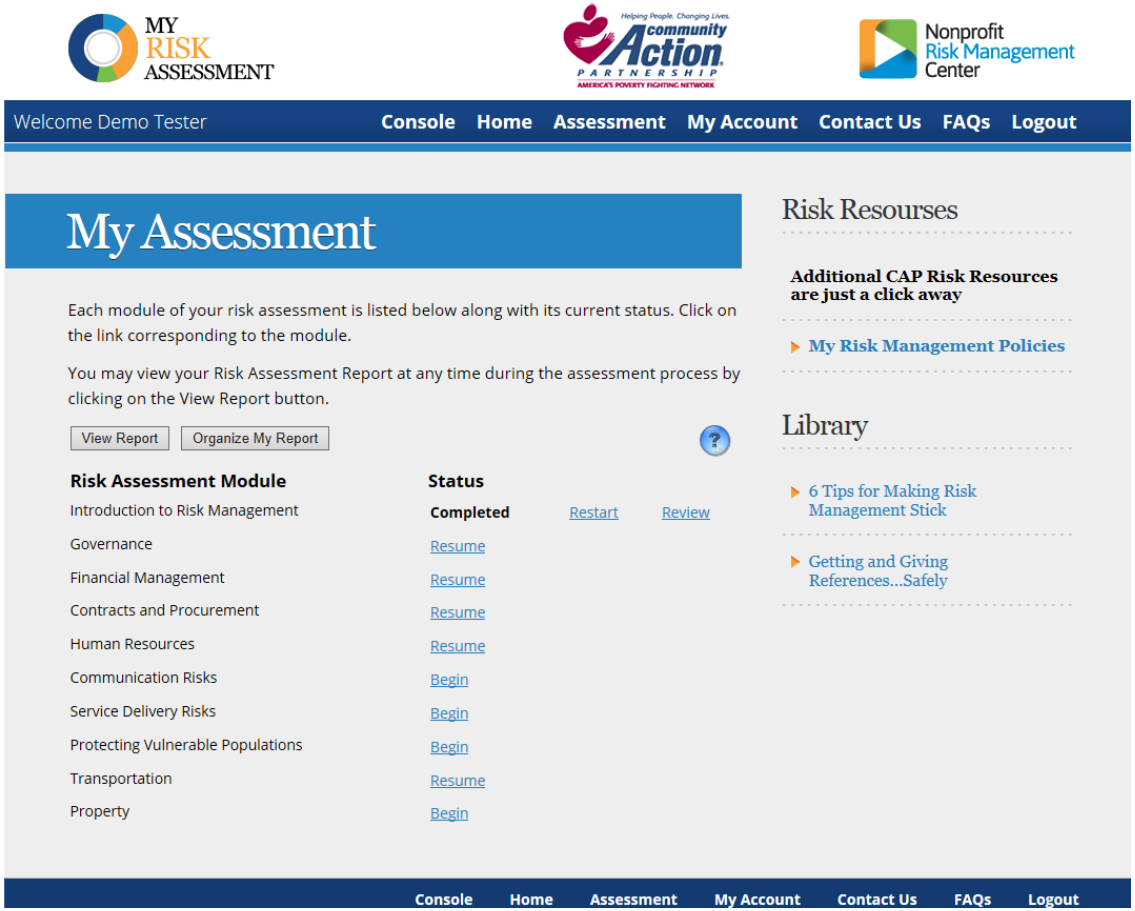
Community Action Online Risk Assessment Tool



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Community Action Partnership Tools

- ***Preparing for Your Community Action Agency's Future: Sustainability, Succession &Transition***
  - *Part 1: Organizational Sustainability Planning*
  - *Part 2: Executive Succession Planning Guide*
  - *Part 3: Executive Transition Management Guide*
  - *Community Action Partnership and Transition Guides*
  - *PDF available online, print copies available*
  - *Webinar recording posted*
- www.communityactionpartnership.com
  - Resources/Toolkits and Webinars
  - National Training Center/Toolkits and Webinars
- www.csbgtta.org
  - Resource Bank

These publication were created by the National Association of Community Action Agencies – Community Action Partnership, in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services Grant Number 90ET0428 and 90EQ0231. Any opinion, findings, and conclusions, or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Health and Human Services, Administration for Children and Families

Transition Guides

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Community Action Partnership Tools

Batter Up! Building Your Leadership Bench

- *Community Action Partnership*
- *Brown, Buckley, Tucker*
- *PDF available online, print copies available*
- *Webinar recording posted*

www.communityactionpartnership.com

- *Resources/Toolkits and Webinars*
- *National Training Center/Toolkits and Webinars*

www.csbgtta.org

- *Resource Bank*

BROWN
BUCKLEY
TUCKER

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Community Action Partnership Tools

Audit Essentials: What Every Board Member Needs to Know

Community Action Partnership

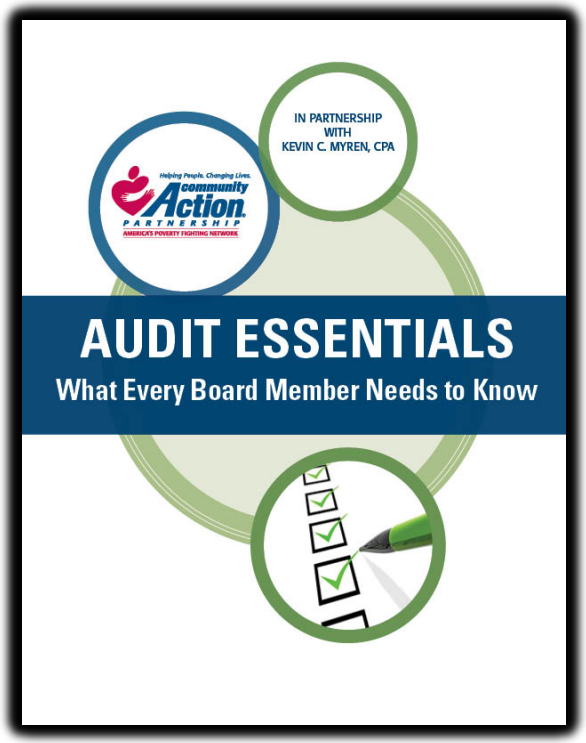
- *Kevin Myren, CPA*
- *PDF available online*
- *Webinar recording posted*

www.communityactionpartnership.com

- *Resources/Toolkits and Webinars*
- *National Training Center/Toolkits and Webinars*

www.csbgtta.org

- *Resource Bank*



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CAPLAW TOOLS

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CAPLAW TOOLS

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EXEMPLARY LEGAL PRACTICES & POLICIES

GUIDEBOOK PART II: Working with Attorneys

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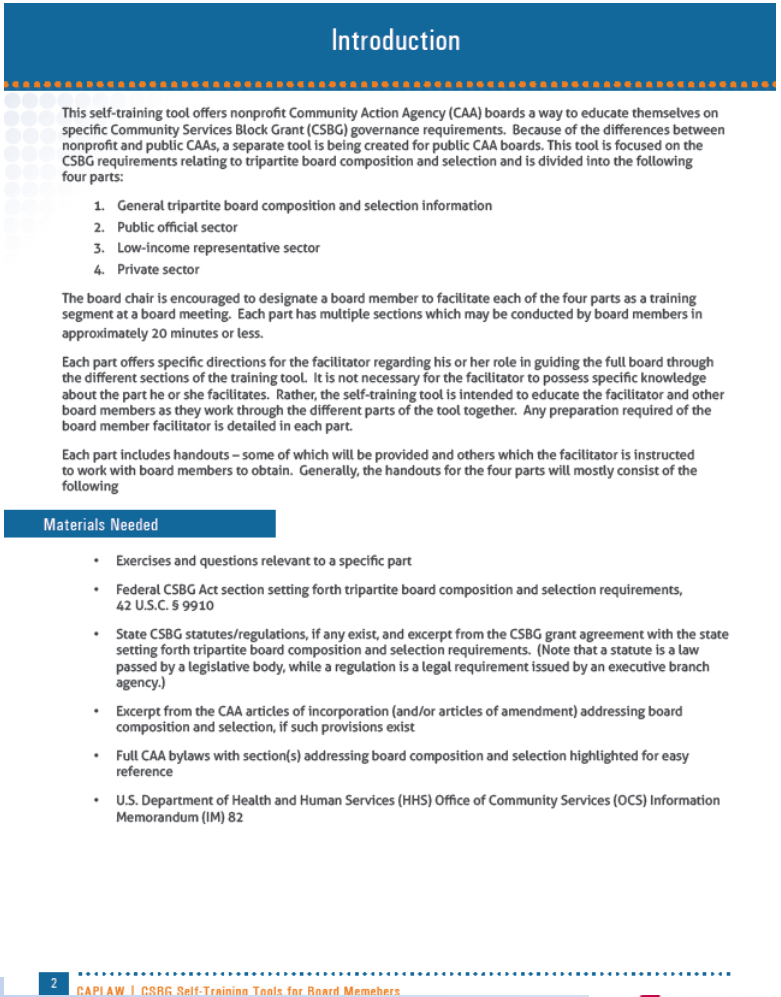
CAPLAW Tools



Introduction

This self-training tool offers nonprofit Community Action Agency (CAA) boards a way to educate themselves on specific Community Services Block Grant (CSBG) governance requirements. Because of the differences between nonprofit and public CAAs, a separate tool is being created for public CAA boards. This tool is focused on the CSBG requirements relating to tripartite board composition and selection and is divided into the following four parts:

1. General tripartite board composition and selection information
2. Public official sector
3. Low-income representative sector
4. Private sector

The board chair is encouraged to designate a board member to facilitate each of the four parts as a training segment at a board meeting. Each part has multiple sections which may be conducted by board members in approximately 20 minutes or less.

Each part offers specific directions for the facilitator regarding his or her role in guiding the full board through the different sections of the training tool. It is not necessary for the facilitator to possess specific knowledge about the part he or she facilitates. Rather, the self-training tool is intended to educate the facilitator and other board members as they work through the different parts of the tool together. Any preparation required of the board member facilitator is detailed in each part.

Each part includes handouts – some of which will be provided and others which the facilitator is instructed to work with board members to obtain. Generally, the handouts for the four parts will mostly consist of the following

Materials Needed

- Exercises and questions relevant to a specific part
- Federal CSBG Act section setting forth tripartite board composition and selection requirements, 42 U.S.C. § 9910
- State CSBG statutes/regulations, if any exist, and excerpt from the CSBG grant agreement with the state setting forth tripartite board composition and selection requirements. (Note that a statute is a law passed by a legislative body, while a regulation is a legal requirement issued by an executive branch agency.)
- Excerpt from the CAA articles of incorporation (and/or articles of amendment) addressing board composition and selection, if such provisions exist
- Full CAA bylaws with section(s) addressing board composition and selection highlighted for easy reference
- U.S. Department of Health and Human Services (HHS) Office of Community Services (OCS) Information Memorandum (IM) 82

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Many of the publications , training, and webinars mentioned were created by the National Association of Community Action Agencies – Community Action Partnership, in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services Grant Number 90ET0428, 90EQ0231, 90ET0434, 90ET0436, 90ET0437, and 90ET0445. Others were created by the Community Action Program Legal Services, Inc. (CAPLAW), in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services Grant Number 90ET0429 and 90SQ0047. Any opinion, findings, and conclusions, or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Health and Human Services, Administration for Children and Families.

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