



STATE OF MICHIGAN

DEPARTMENT OF HEALTH AND HUMAN SERVICES

GRETCHEN WHITMER  
GOVERNOR

ROBERT GORDON  
DIRECTOR

November 12, 2019

Ms. Jill Sutton, Executive Director  
Mid Michigan Community Action Agency, Inc.  
1574 East Washington Rd, PO Box 768  
Farwell, MI 48622

RE: FY2019 Organizational Standards Monitoring Report - MVID: 1987

Dear Ms. Sutton,

Thank you for the cooperation you and your staff extended to Viran Parag during the Organizational Standards Monitoring Review conducted from 08/13/2019 to 11/12/2019. Your staff was extremely helpful in responding promptly to requests for information. Enclosed is the Organizational Standards Monitoring Report summarizing the review.

**Summary of Organizational Standards Review:**

Number of Met Standards: 58 out of 58

Number of Not Met Standards: 0 out of 58

Number of Observations Standards: 0

Number of Recommendations Standards: 0

If you have questions regarding this report, please contact Viran Parag at 517-241- 0329.

Sincerely,

Kris Schoenow, Executive Director  
Bureau of Community Action and Economic Opportunity

Enclosure

cc: William Reder, Board Chair  
Melanie Sanford, BCAEO Deputy Director  
Bob Haske, Financial Manager  
September Ward, CSBG Specialist  
Melissa McCollum, Grant Manager  
Viran Parag, Grant Monitor  
Tony Bartlett, Financial Monitor

**Maximum Feasible Participation****Consumer Input and Involvement**

**1.1** *The organization demonstrates low-income individuals' participation in its activities.*

**Met** Description: Organizational Standard has been met.

**1.2** *The organization analyzes information collected directly from low-income individuals as part of the community assessment.*

**Met** Description: Organizational Standard has been met.

**1.3** *The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.*

**Met** Description: Organizational Standard has been met.

**Maximum Feasible Participation****Community Engagement**

**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.*

**Met** Description: Organizational Standard has been met.

**2.2** *The organization utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors include at min: community, faith-based, private & public orgs and educational institutions.*

**Met** Description: Organizational Standard has been met.

**2.3** *The organization communicates its activities and its results to the community.*

**Met** Description: Organizational Standard has been met.

**2.4** *The organization documents the number of volunteers and hours mobilized in support of its activities.*

**Met** Description: Organizational Standard has been met.

## Maximum Feasible Participation

### Community Assessment

**3.1** *The organization conducted a community assessment and issued a report within the past 3 years.*

**Met** Description: Organizational Standard has been met.

**3.2** *As part of the community assessment, the organization collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).*

**Met** Description: Organizational Standard has been met.

**3.3** *The organization collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.*

**Met** Description: Organizational Standard has been met.

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

**Met** Description: Organizational Standard has been met.

**3.5** *The governing board formally accepts the completed community assessment.*

**Met** Description: Organizational Standard has been met.

## Vision and Direction

### Organizational Leadership

**4.1** *The governing board has reviewed the organization's mission statement within the past 5 years and assured that: 1. The mission addresses poverty; and 2. The organization's programs and services are in alignment with the mission.*

**Met** Description: Organizational Standard has been met.

**4.2** *The organization's Community Action plan is outcome-based, anti-poverty focused, and ties directly to the community assessment.*

**Met** Description: Organizational Standard has been met.

- 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.*

**Met** Description: Organizational Standard has been met.

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

**Met** Description: Organizational Standard has been met.

- 4.5** *The organization has a written succession plan in place for the CEO/ED, approved by the governing board, which contains procedures for covering an emergency/unplanned, short-term absence of 3 months or less, as well as outlines the process for filling a permanent vacancy.*

**Met** Description: Organizational Standard has been met.

- 4.6** *An organization-wide, comprehensive risk assessment has been completed within the past 2 years and reported to the governing board.*

**Met** Description: Organizational Standard has been met.

## Vision and Direction

### Board Governance

- 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.*

**Met** Description: Organizational Standard has been met.

- 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.*

**Met** Description: Organizational Standard has been met.

- 5.3** *The organization's bylaws have been reviewed by an attorney within the past 5 years.*

**Met** Description: Organizational Standard has been met.

**5.4** *The organization documents that each governing board member has received a copy of the bylaws within the past 2 years.*

**Met** Description: Organizational Standard has been met.

**5.5** *The organization's governing board meets in accordance with the frequency and quorum requirements and fills board vacancies as set out in its bylaws.*

**Met** Description: Organizational Standard has been met.

**5.6** *Each governing board member has signed a conflict of interest policy within the past 2 years.*

**Met** Description: Organizational Standard has been met.

**5.7** *The organization has a process to provide a structured orientation for governing board members within 6 months of being seated.*

**Met** Description: Organizational Standard has been met.

**5.8** *Governing board members have been provided with training on their duties and responsibilities within the past 2 years.*

**Met** Description: Organizational Standard has been met.

**5.9** *The organization's governing board receives programmatic reports at each regular board meeting.*

**Met** Description: Organizational Standard has been met.

## Vision and Direction

### Strategic Planning

**6.1** *The organization has an agency-wide strategic plan in place that has been approved by the governing board within the past 5 years.*

**Met** Description: Organizational Standard has been met.

**6.2** *The approved strategic plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.*

**Met** Description: Organizational Standard has been met.

**6.3** *The approved strategic plan contains family, agency, and/or community goals.*

**Met** Description: Organizational Standard has been met.

**6.4** *Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.*

**Met** Description: Organizational Standard has been met.

**6.5** *The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.*

**Met** Description: Organizational Standard has been met.

## **Operations and Accountability**

### **Human Resources Management**

**7.1** *The organization has written personnel policies that have been reviewed by an attorney and approved by the governing board within the past 5 years.*

**Met** Description: Organizational Standard has been met.

**7.2** *The organization makes available the employee handbook (or personnel policies in cases without a handbook) to all staff and notifies staff of any changes.*

**Met** Description: Organizational Standard has been met.

**7.3** *The organization has written job descriptions for all positions, which have been updated within the past 5 years.*

**Met** Description: Organizational Standard has been met.

**7.4** *The governing board conducts a performance appraisal of the CEO/executive director within each calendar year.*

**Met** Description: Organizational Standard has been met.

**7.5** *The governing board reviews and approves CEO/executive director compensation within every calendar year.*

**Met** Description: Organizational Standard has been met.

**7.6** *The organization has a policy in place for regular written evaluation of employees by their supervisors.*

**Met** Description: Organizational Standard has been met.

**7.7** *The organization has a whistleblower policy that has been approved by the governing board.*

**Met** Description: Organizational Standard has been met.

**7.8** *All staff participate in a new employee orientation within 60 days of hire.*

**Met** Description: Organizational Standard has been met.

**7.9** *The organization conducts or makes available staff development/training (including ROMA) on an ongoing basis.*

**Met** Description: Organizational Standard has been met.

## **Operations and Accountability**

### **Financial Operations and Oversight**

**8.1** *The Organization's annual audit (or audited financial statements) is completed by a Certified Public Accountant on time in accordance with Title 2 of the Code of Federal Regulations, Uniform Administration Requirements, Cost Principles, and Audit Requirement (if applicable) and/or State audit threshold requirements.*

**Met** Description: Organizational Standard has been met.

**8.10** *The fiscal policies have been reviewed by staff within the past 2 years, updated as necessary, with changes approved by the governing board.*

**Met** Description: Organizational Standard has been met.

**8.11** *A written procurement policy is in place and has been reviewed by the governing board within the past 5 years.*

**Met** Description: Organizational Standard has been met.

**8.12** *The organization documents how it allocates shared costs through an indirect cost rate or through a written cost allocation plan.*

**Met** Description: Organizational Standard has been met.

**8.13** *The organization has a written policy in place for record retention and destruction.*

**Met** Description: Organizational Standard has been met.

**8.2** *All findings from the prior year's annual audit have been assessed by the organization and addressed where the governing board has deemed it appropriate.*

**Met** Description: Organizational Standard has been met.

**8.3** *The organization's auditor presents the audit to the governing board.*

**Met** Description: Organizational Standard has been met.

**8.4** *The governing board formally receives and accepts the audit.*

**Met** Description: Organizational Standard has been met.

**8.5** *The organization has solicited bids for its audit within the past 5 years.*

**Met** Description: Organizational Standard has been met.

**8.6** *The IRS Form 990 is completed annually and made available to the governing board for review.*

**Met** Description: Organizational Standard has been met.

**8.7** *The governing board receives financial reports at each regular meeting that include the following: 1. Organizational-wide report on revenue and expenditures that compares budget to actual, categorized by programs; and 2. Balance sheet/statement of financial position.*

**Met** Description: Organizational Standard has been met.

**8.8** *All required filings and payments related to payroll withholdings are completed on time.*

**Met** Description: Organizational Standard has been met.

**8.9** *The governing board annually approves an organization-wide budget.*

**Met** Description: Organizational Standard has been met.

## Operations and Accountability

### Data and Analysis

**9.1** *The organization has a system or systems in place to track and report client demographics and services customers receive.*

**Met** Description: Organizational Standard has been met.

**9.2** *The organization has a system or systems in place to track family, agency, and/or community outcomes.*

**Met** Description: Organizational Standard has been met.

**9.3** *The organization has presented to the governing board for review or action, at least within the past 12 months, an analysis of the agency's outcomes and any operational or strategic program adjustments and improvements identified as necessary.*

**Met** Description: Organizational Standard has been met.

**9.4** *The department submits its annual CSBG Information Survey data report and it reflects client demographics and CSBG-funded outcomes.*

**Met** Description: Organizational Standard has been met.