Organizational Standards: Moving Beyond Compliance to Excellence

Iowa Community Action Association
June 15th 2016 ICAA Training Conference

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Washington, DC 20036
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Agenda

• Review of Partnership resources on the organizational standards
• A walk through the standards: From compliance to excellence
  – Questions on the monitoring process
  – Documentation and compliance issues
  – Excellent practices
• Pathways to Excellence
TOOLS AND RESOURCES TO ASSIST WITH ORGANIZATIONAL STANDARDS
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
Assessment Template

States and CAAs
Summary Sheet
Documentation Packet

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

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

DRAFT STATE TECHNICAL ASSISTANCE PLAN TRACKING FORM*

AGENCY NAME: __________________________

MONITOR NAME: _________________________

DATE FORM COMPLETED: _____________

<table>
<thead>
<tr>
<th>Unsatisfied CSBG Organizational Standard Number</th>
<th>Performance Improvement Deliverable</th>
<th>Deliverable Deadline</th>
<th>Person Responsible</th>
<th>Progress Review Date</th>
<th>Initial Review Date</th>
<th>Previous Actions Taken</th>
<th>Action Status*</th>
<th>Comments - Updates</th>
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</tbody>
</table>

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

** NS (Not Started) UW (Underway) C (Completed)
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.
Calendar of Required Actions

- Annually
- Every 2 Years
- Every 3 Years
- Every 5 Years
- Documentation
Tools Already Available to Help CAAs Meet the Standards

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 - Nonprofit Risk Management Center. This will be your entry page to the various affiliate risk management resources as well as a limited time opportunity to purchase CSBG eligible entities. The tool may be purchased at a discounted rate of $50.00 for a limited time. Contact us at

PREPARING FOR YOUR COMMUNITY ACTION AGENCY'S FUTURE: Sustainability, Succession & Transition

PART 3: Executive Succession Planning Guide

AUDIT ESSENTIALS
What Every Board Member Needs to Know

COST ALLOCATE
Red Flags and Remedies

MONITORING MAP FOR CAAs
A GUIDE FOR NAVIGATING THE CSBG REVIEW PROCESS

EXEMPLARY LEGAL PRACTICES & POLICIES
GUIDEBOOK PART I: Do the Right Thing

How CAAs Can Cultivate a Culture of Compliance and High Ethical Standards
Boards of Directors/Advisory Boards

• Handouts
• Videos

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.
COE-developed CSBG Organizational Standards - What Do Boards Need To Know?

by Community Action Partnership • 10 videos • Updated yesterday

This series of 10 videos are designed to introduce governing boards of Private (nonprofit) Community Action Agencies to the COE-developed CSBG Organizational Standards. For more information on the Organizational Standards please visit bit.ly/sta... more

1. Standards for Boards Introduction
   by Community Action Partnership
   11:36

2. Standards for Boards - Consumer Input and Involvement
   by Community Action Partnership
   3:56

3. Standards for Boards - Community Engagement
   by Community Action Partnership
   7:04

4. Standards for Boards - Community Assessment
   by Community Action Partnership
   6:26

5. Standards for Boards - Organizational Leadership
   by Community Action Partnership
   11:59
Standard 4.3

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.

<table>
<thead>
<tr>
<th>Date(s) of Interaction</th>
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</table>

**Brief Description of Interaction**

**MEMORANDUM OF UNDERSTANDING**

**BETWEEN**

Arkansas Community Action Agencies Association Inc.
Arkansas Community Action Agencies
Arkansas DHS Division of County Operations/Offices 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/Offices 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 ACAA ROMA Committee, which will play a key role in developing common approaches to meet CSBG...
Toolkits and Webinars for Each of the Nine Categories

- Additional Guidance
  - Definition
  - Compliance
  - Document
- Beyond Compliance
- Resources
- Assessment Scales
Tips for Assessing the Organizational Standards

• Read the standards “in context and as a whole”
• Always clarify questions about the definition, intent, and documentation of organizational standards with State CSBG Office
• Integrate your assessment activities into existing processes
  --Community needs assessments
  --Strategic planning
  --Community action plan
Tips for Assessing the Organizational Standards

• Use a central filing system (e.g. iPad or filing cabinet) to track and manage documents

• Choose one or two categories a year to conduct deeper evaluations

• Use a team-based approach to build organizational capacity

• Benchmark your performance across all the standards
  --Keep score
  --Make recommendations
Tips for Assessing the Organizational Standards

• Document your process
• Use the assessment to leverage resources from technical assistance to funding
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 CAs 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 re-election by the community. Being current should be based on the recent or annual demographics 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

Documentations 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:

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 to excellence. In addition, incorporating advisory committees that engage low-income residents can also be 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.


Source: CAFLAW's Tools for Top-Notch CAA's
Overview of TA Guide Structure

Purpose is to:

• Assist with definition, intent, and documentation of the Standards
  --Section A covers definition and intent
  --Section B covers interpretation and documentation

• Provide resources to go “beyond compliance”
  --Section C provides diagnostic questions
  --Section D provides resources
Assessment Scales

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

<table>
<thead>
<tr>
<th>Standard</th>
<th>Unacceptable</th>
<th>Unsatisfactory</th>
<th>Satisfactory</th>
<th>Advancing</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard 5.1</td>
<td>Our bylaws do not reference the tripartite structure.</td>
<td>Our bylaws reference the tripartite structure but the board does not reflect this.</td>
<td>The organization’s governing board is structured in compliance with the CDBG 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.</td>
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</table>

| 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 | 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 | 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 within the past 5 years. | | |
Assessing the Standards

Considerations for the review process
• How is the review connected to processes to document the other standards?
• Are there opportunities to connect the review into existing agency processes?
• Who should participate?
• How will staff determine if Standards are met?
• How will the staff document compliance?
• How will the staff manage recommendations?
• How will the staff archive results?
Going Beyond Compliance

Options for going “beyond compliance”:

• Short discussion of strengths and opportunities for improvement
• Review of resource materials (e.g. guides, examples of other community assessments)
• Interviews/focus group with key staff
• Interviews/focus group with outside partners and experts
Standard 3.1
The organization conducted a community assessment and issued a report within the past 3 years.
Standard 3.1: Community Assessment

A. Guidance on Definition and Intent of the Standard
   • Ensures uniformity across states for the maximum time period between CNAs
   • Establishes minimum requirements for the format and content of the CNA
Standard 3.1: Community Assessment

B. Guidance on Compliance and Documentation

• “In process” CNAs that begin three years after the previous assessment.

• Differences in State requirements for the frequency of conducting a CNA.

• Counting an update to the previous CNA as complying with Standard 3.1.

• What qualifies as “issued” and “report”
Standard 3.1: Community Assessment

B. Guidance on Compliance and Documentation

• Documentation that the CAA has conducted a CNA within the past three years

• Documentation that confirms the CAA issued a report
Standard 3.1: Community Assessment

C. Beyond Compliance

- Do the results of the CNA guide development of the CAA’s strategic plan and community action plan?
- Do the CAA’s strategies, programs, and services address key needs identified in the CNA?
- Are results from the CNA updated and used to routinely guide decisions about the CAA’s service delivery strategies and programs?
- Does the CNA focus on the causes and conditions of poverty?
- Does the CAA use the CNA to engage key community stakeholders and build consensus on a shared policy agenda?
Standard 3.1: Community Assessment

D. Resources


Partnership Tools – Needs Assessment

communitycommons.org
Child Poverty Rate (ACS) Ages 0-17

Population and poverty estimates for children ages 0-17 are shown for the report area. According to the American Community Survey 5 year data, an average of 31.2 percent of children lived in a state of poverty during the survey calendar year. The poverty rate for children living in the report area is greater than the national average of 21.6 percent.

<table>
<thead>
<tr>
<th>Report Area</th>
<th>Ages 0-17 Total Population</th>
<th>Ages 0-17 in Poverty</th>
<th>Ages 0-17 Poverty Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report Area</td>
<td>28,937</td>
<td>9,038</td>
<td>31.2</td>
</tr>
<tr>
<td>Campbell County, TN</td>
<td>8,492</td>
<td>2,571</td>
<td>30.3</td>
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<tr>
<td>Claiborne County, TN</td>
<td>6,413</td>
<td>1,934</td>
<td>30.2</td>
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<tr>
<td>Morgan County, TN</td>
<td>4,396</td>
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<td>29.2</td>
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<td>Scott County, TN</td>
<td>5,247</td>
<td>1,854</td>
<td>35.3</td>
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<tr>
<td>Union County, TN</td>
<td>4,387</td>
<td>1,293</td>
<td>31.8</td>
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<tr>
<td>Tennessee</td>
<td>1,468,513</td>
<td>372,139</td>
<td>25.3</td>
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<tr>
<td>United States</td>
<td>72,748,516</td>
<td>15,701,799</td>
<td>21.6</td>
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Note: This indicator is compared with the state average. Data breakout by demographic groups are not available.

Data Source: US Census Bureau, American Community Survey, Source geography: County.

Child Poverty Rate (ACS) Ages 0-17

Population Below the Poverty Level, Children (Age 0-17), Percent by Tract, ACS 2009-13
NASCSP Tools

National Association for State Community Services Programs

A Community Action Guide to Comprehensive Community Needs Assessments

www.nascsp.org
Community Action Online
Risk Assessment Tool

• www.communityactionpartnership.com

ONLINE TOOLS . . . .

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 benefits 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 customized risk management tool designed specifically for CSBG eligible entities. The tool may be accessed directly free of charge. The additional resources may be purchased at a discounted rate.

Need help accessing the Affiliate page? Contact us at TTAsupport@communityactionpartnership.com
Welcome to the Community Action Partnership
Risk Management Portal

We welcome your feedback! Please send us your ideas to improve the functionality or enhance the content of any of these new resources. We are able to add new assessment material, new policy templates, and more, upon request. Reach us at (202) 785-3891 or info@nonprofitrisk.org.
### My Assessment

Each module of your risk assessment is listed below along with its current status. Click on the link corresponding to the module.

You may view your Risk Assessment Report at any time during the assessment process by clicking on the View Report button.

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<thead>
<tr>
<th>Risk Assessment Module</th>
<th>Status</th>
<th>Restart</th>
<th>Review</th>
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<td>Introduction to Risk Management</td>
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<td>Governance</td>
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<td>Financial Management</td>
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<td>Property</td>
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Build Terms Of Use

Each paragraph from the Terms of Use template is listed below. Check the box adjacent to the paragraphs you wish to include in your new policy.

Once you save your new policy you may edit it to modify the text and add or remove paragraphs.

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<th>Select</th>
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<td>{the policy name}</td>
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<td></td>
<td>Please Read the Following Terms of Use Carefully:</td>
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<td></td>
<td>{your organization name} respects the privacy of our members and other visitors to this site.</td>
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<td>We want you to know how we handle the information you may provide on this website.</td>
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<td>Disclaimer of Liabilities</td>
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Risk Resources

Additional CAP Risk Resources are just a click away

- My Risk Assessment
Community Action Partnership Tools

**Batter Up! Building Your Leadership Bench**

- Community Action Partnership
- Brown, Buckley, Tucker
- Webinar recordings posted

[www.communityactionpartnership.com](http://www.communityactionpartnership.com)

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

[www.csbgtta.org](http://www.csbgtta.org)

- Resource Bank
ELITE

- **Emerging Leaders Institute for Training and Excellence**
- Cohort training model for Emerging Leaders to get some exposure to topic areas
  - Intro and professional development (Levels of Leadership)
  - Public Administration; Financial Management; Human Resource Management; Strategic Planning; Advocacy; Cultural Competency; Performance Management
- Materials online Partnership’s Homepage > Programs > Leadership Development
Community Action Partnership Tools

Audit Essentials: What Every Board Member Needs to Know

Community Action Partnership

• Kevin Myren, CPA
• Webinar recordings posted

www.communityactionpartnership.com

• Resources/Toolkits and Webinars
• National Training Center/Toolkits and Webinars

www.csbgtta.org

• Resource Bank
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
  - Webinar recordings posted

- www.communityactionpartnership.com
  - Resources/Toolkits and Webinars
  - National Training Center/Toolkits and Webinars

- www.csbgtta.org
  - Resource Bank

Transition Guides
Process Overview for Implementing Succession Essentials
Preparing for Your Community Action Agency’s Future

1. Organize Task Force
2. Orient/Organize Project
3. Gather Documents
4. Update Job Descriptions
5. Develop Emergency Backup Plan
6. Develop Succession Policy
7. Review/Reflect with Task Force
8. Review/Reflect with Board
9. Finalize & Implement

Source: Transition Guides/Community Action Partnership Succession Planning Toolkit
Tools Included
Preparing for Your Community Action Agency’s Future

• Organizational Sustainability Mini-Assessment
• Emergency Backup Succession Plan Template
• Emergency Backup Plan Detail
• CEO Succession Policy Template
• Sample Transition Timeline
• Interim Chief Executive Sample Agreement & Work Plan
• Chief Executive’s Position Profile & Job Announcement Templates
• Nonprofit Job Posting Web Sites
Leadership Development Cycle

Batter Up! Building Your Leadership Bench

Make Commitment to Leadership Continuity

- Assess the Present Work and People Needs
- Identify & Develop Individual Talent
- Evaluate Individuals and the Program
- Assess the Future Work and People Needs
- Establish a Succession Planning Program
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.
CAPLAWS Tools

www.caplaw.org

• Tools for Top Notch CAAs***
• Exemplary Legal Practices and Policies Guidebook
• Bylaws Toolkit
• Legal Liability Audit
• Introduction to CSBG Training Module
Tools for Top-Notch CAAs: A Practical Approach to Governance and Financial Excellence

Section 1: Making Board Meetings Matter .......................................................... 7

Section 2: Improving a CAA’s Financial Capacity ........................................... 29

Section 3: Creating the Annual Operating Budget ........................................... 67

Section 4: Getting the Most Out of Your Financial Statements ...................... 83

Section 5: Dealing with Conflicts of Interest .................................................. 107

Section 6: Adopting a Whistleblower Policy .................................................. 121

Appendices ...................................................................................................... 135
TABLE OF CONTENTS

PG. 4 - Section I.
Why Should CAAs Care about Ethics and Compliance?

PG. 5 - Section II.
What Can Happen if a CAA Ignores Ethics and Compliance?

PG. 6 - Section III.
How Can CAA Leaders Cultivate a Culture of Compliance and High Ethical Standards?

PG. 32 - Appendix A
Audit Committee Charter

PG. 41 - Appendix B
Contract Compliance Job Description

PG. 44 - Appendix C
Internal Audit Policies and Procedures

PG. 60 - Appendix D
Internal Audit Plan

PG. 66 - Appendix E
Performance Development Plan and Compliance Log

PG. 71 - Appendix F
Staff Development Webinars

PG. 74 - Appendix G
Weatherization Quality Control Sheet – Intake Compliance Review

EXEMPLARY LEGAL PRACTICES & POLICIES
G U I D E B O O K

PART I: Do the Right Thing

How CAAs Can Cultivate a Culture of Compliance and High Ethical Standards
Section III. How Can CAA Leaders Cultivate a Culture of Compliance and High Ethical Standards?

Following are 10 actions CAAs leaders can take to ensure compliance and ethical behavior throughout their organizations:

1. Set the “Tone at the Top”
2. Think Globally
3. Put It on Paper
4. Assign Responsibility and Require Accountability
5. Communicate
6. Work with an Attorney
7. Continuously Improve
8. Follow through Promptly and Effectively
9. Trust, but Verify
10. Get Up-to-Speed and Stay Up-to-Date

These actions – which need neither be expensive nor complicated – represent a continuous process that can and should be integrated into the organization’s existing operations. This toolkit describes each of these actions in further detail.
CAPLAW TOOLS

TABLE OF CONTENTS

PG. 4 - Section I.
Why Work With An Attorney?

PG. 6 - Section II.
How Do You Find An Attorney?

PG. 8 - Section III.
How Do You Hire An Attorney?

PG. 10 - Section IV.
How Do you Pay for An Attorney?

PG. 17 - Section V.
What is the Role of the Attorney on the Board of Directors?

EXEMPLARY LEGAL PRACTICES & POLICIES
GUIDEBOOK
PART II: Working with Attorneys
CSBG T/TA Resource Center

Let’s Go Online....

www.csbgtta.org
CSBG T/TA Resource Center

- [www.csbgtta.org](http://www.csbgtta.org)
- Many more toolkits, webinars, and print resources
- Consultant Bank
- Training Calendar
- Discussion Forum
- Shared Calendar
- Individual registrations for Board and Staff
New Organizational Standards COE

“Through this new cooperative agreement, OCS will implement the next phase of the Organizational Standards COE to ensure that all State CSBG Lead Agencies and local CSBG-eligible entities are able to meet high-quality organizational standards, State Accountability Measures, and other CSBG Performance Management Framework efforts and have the capacity to provide high-quality services to low-income individuals and communities.”
New Organizational Standards COE

- $600,000/year for three years
- 3 years-September 30, 2016-September 29, 2019
- Broader than Organizational Standards
  - Organizational Standards
  - State Accountability Measures
  - Performance Management Framework
  - ROMA Next Generation
- States, State Associations/RPICs, National Partners
- Regional Convenings and Initiatives
- State-specific T/TA Plans, Implementation, and Analysis
- Engagement with the Office of Head Start and regional offices
CATEGORY ONE: Consumer Input and Involvement

• **Standard 1.1** The organization demonstrates low-income individuals’ participation in its activities.

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

• **Standard 1.3** The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.
CATEGORY TWO: Community Engagement

• **Standard 2.1** The organization has documented or demonstrated partnerships across the community, for specifically identified purposes; partnerships include other antipoverty organizations in the area.

• **Standard 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 would include at minimum: community based organizations, faith-based organizations, private sector, public sector, and educational institutions.

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

• **Standard 2.4** The organization documents the number of volunteers and hours mobilized in support of its activities.
CATEGORY THREE: Community Assessment

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

• **Standard 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).

• **Standard 3.3** The organization collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.
• **Standard 3.4** The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.

• **Standard 3.5** The governing board formally accepts the completed community assessment.
CATEGORY FOUR: Organizational Leadership

• **Standard 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.

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

• **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.
CATEGORY FOUR: Organizational Leadership CONT.

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

• **Standard 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.

• **Standard 4.6** An organization-wide, comprehensive risk assessment has been completed within the past 2 years and reported to the governing board.
CATEGORY FIVE: Board Governance

• **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 organization’s bylaws have been reviewed by an attorney within the past 5 years.

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

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

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

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

• **Standard 5.9** The organization’s governing board receives programmatic reports at each regular board meeting.
CATEGORY SIX: Strategic Planning

• **Standard 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.

• **Standard 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.

• **Standard 6.3** The approved strategic plan contains family, agency, and/or community goals.
• **Standard 6.4** Customer satisfaction data and customer input, collected as part of the community assessment, is included in the strategic planning process.

• **Standard 6.5** The governing board has received an update(s) on progress meeting the goals of the strategic plan within the past 12 months.
CATEGORY SEVEN:
Human Resource Management

- **Standard 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.

- **Standard 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.

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

- **Standard 7.4** The governing board conducts a performance appraisal of the CEO/executive director within each calendar year.
• **Standard 7.5** The governing board reviews and approves CEO/executive director compensation within every calendar year.

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

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

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

• **Standard 7.9** The organization conducts or makes available staff development/training (including ROMA) on an ongoing basis.
CATEGOR Y EIGHT: Financial Operations and Oversight

- **Standard 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.

- **Standard 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.

- **Standard 8.3** The organization’s auditor presents the audit to the governing board.

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

- **Standard 8.5** The organization has solicited bids for its audit within the past 5 years.
• **Standard 8.6** The IRS Form 990 is completed annually and made available to the governing board for review.

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

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

• **Standard 8.9** The governing board annually approves an organization-wide budget.
Financial Operations and Oversight CONT.

• **Standard 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.

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

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

• **Standard 8.13** The organization has a written policy in place for record retention and destruction.
CATEGORY NINE: Data and Analysis

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

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

- **Standard 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.

- **Standard 9.4** The organization submits its annual CSBG Information Survey data report and it reflects client demographics and organization-wide outcomes.
Excellence in Community Action

Malcolm Baldrige Criteria for Performance Excellence

*Tailored to the language and operations of the CAA Network*
What Are the Community Action Standards of Excellence?

• The Community Action Standards of Excellence represent 35 of the very best practices of the very best agencies.

• They represent real-world administrative and operational benchmarks that every agency can strive for.
A Framework for Achieving Excellence in Community Action

The Community Action Standards of Excellence are distributed among seven Categories of Excellence creating a management framework:

1. Leadership
2. Strategic Planning
3. Customer Focus
4. Measurement Analysis & Performance Management
5. Human Resource Focus
6. Organizational Focus
7. Results

Excellence in Community Action

Organizational Profile
7 Categories

• Categories 1-3: These categories focus on Organizational Drivers that determine the purpose and direction of an organization.

• Category 4: This category supports all others. It is the “Brain Center” of an organization, as it focuses on how data and information are aggregated, analyzed, distributed, and used to determine progress and inform all aspects of agency operations.

• Categories 5-6: These categories focus on the efficiency and effectiveness of an organization’s People and Processes.

• Category 7: This category focuses on the “Bottom Line”, how you use ROMA, and whether the organization is progressing toward its mission and achieving its intended outcomes and results.
Ad Hoc → Systematic → Scorecard
The Pathways Process

• Agencies send teams of 3-5 staff for a two day training

• 7-9 months to complete the Self-Study, with Partnership Technical Assistance monthly by Web Meeting

• 3 months for the expert peer review and Feedback Report process
It’s the Process

When we first started working toward the Award, it was all about getting the Award. As we progressed and moved through the Standards of Excellence, we realized that we were a better agency than when we started and decided that the process itself was more important than the Award. Since there were opportunities for improvement included in the final report from the Award review team, we know there is still work for us to do and we are committed to moving ahead. While the process took a long time – from the initial Pathways to Excellence self-study, to deciding to continue working toward the Award for Excellence, to finally completing the Award’s self-study – we found it to be the best organizational improvement process our agency has ever undertaken.

~Russell K. Spain, CCAP, Executive Director
Eastern Idaho Community Action Partnership, 2012 Community Action Award for Excellence recipient
The Self-Study – The Heart of Pathways

• The organization responds to 99 questions organized within the 7 categories and 35 Standards of Excellence.

• The agency describes what it does and documents how well it currently meets each of the 35 Standards.
The Feedback Process & Report

• A team of trained peer reviewers studies the Self-Study in great depth.
• They participate in a consensus call to discuss each and every response.
• The reviewers submit written strengths and opportunities for improvement, which are folded into the written Feedback report.
CAA Tools/Resources

Eastern Idaho Community Action Partnership (EICAP) was presented with the Community Action Award for Excellence in August, 2012. The work products produced by EICAP's board and staff during this process are included in this toolkit along with copies of presentations made at the national Community Action Partnership Annual Convention in August 2012. EICAP is proud to share all of these resources with the Community Action Network so that all CAA's can benefit from EICAP's experience.

The EICAP Toolbox can be downloaded from the Resources section of the Partnership website www.communityactionpartnership.com

2015 STANDARDS OF EXCELLENCE
Pursuing and Achieving Excellence in Community Action
# Pathways to Excellence Scoring Guide

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<th>SCORE</th>
<th>Description</th>
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| 0-10%   | - No Requirements of the standard are addressed, or no approach specified or in place. No deployment indicated.  
          - Not doing much – no systematic or reoccurring approach is evident; information is mostly anecdotal, occasional, or ad hoc. |
| 11-40%  | - Definitely doing stuff, but major gaps exist in deployment that inhibit progress in achieving the Standard.  
          - The beginning of a systematic approach to the basic requirements of the Standard is evident.  
          - The approach is deployed, but some areas or work units are in early stages of deployment. Work may be “silooed” rather than agency wide and informality or ad hoc aspects may be evident.  
          - The beginning of a systematic approach to evaluation and improvement is evident. Random improvement may be evident. |
## Pathways to Excellence Scoring Guide

<table>
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| 40-60% | - A sound, effective, systematic approach, responsive to the **overall requirements** of the **Standard**, is fully developed and clearly evident, however, some gaps or lack of clarity may still exist.  
- The approach is deployed **across all or most of the agency**, although **deployment may vary** in some areas or work units.  
- Fact-based improvement system/strategies are in place for basic **Standard processes**, but unrefined. **Linkages across standards evident, but still some gaps evident.** Some aspects may be unrefined.  
- **Minimum requirements** of the **Standard** are documented as sufficiently achieved. |
| SCORE   | Minimum requirements are clearly documented as achieved or exceeded and refinements are evident, documented and fully deployed.  
|         | A fact-based, systematic evaluation and improvement process is in place agency-wide for improving the efficiency and effectiveness of key processes. Some refinement evident including cycles of improvement for some processes.  
|         | The approach/deployment is fully aligned/integrated across the agency with basic organizational needs identified in the other self-study Categories. Initial refinements becoming evident.  
|         | An effective, systematic approach, responsive to the multiple requirements of the Standard and current and changing community needs, is evident.  
|         | The approach is fully deployed and integrated, with no significant gaps.  
|         | A fact-based, systematic evaluation and improvement process and organizational learning/sharing are key management tools; there is clear evidence of refinement and improved integration as a result of organizational-level analysis and sharing. |
CAA Standards of Excellence - Work Sheet

Team Exercise -- To Be Completed Prior to Writing a Self Study Response for each Standard of Excellence

Category: __________________ Standard: ___________________________ Linkages: ____________________________

Brainstorm the Requirements of this Standard: (List the required actions/practices embedded within this standard – based on action words)
  -

Brainstorm the Linkages to this Standard: (List each linkage for this standard and why it is important to this standard)
  -

These are some of our agency Actions/Approaches we already do that address the above listed requirements.

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<th>Are these Actions/Approaches written or informal?</th>
<th>How Formal? List any written, formally adopted documents (Policy-SOP etc) in place?</th>
<th>How Deployed/Systematic/agency-wide is it? What training do we do? How Systematic/agency-wide is it? How do Staff Know about/Learn about this?</th>
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Excellence Continuum

Formal/Ad hoc/Occasional

Formal/ Systematic/Agency
MALCOM BALDRIGE CORE VALUES FOR NONPROFITS

1. Visionary Leadership
2. Organizational and Personal Learning
3. Focus on the Future
4. Valuing Employees and Partners
5. Managing for Innovation
6. Management by Fact
7. Focus on Results and Creating Value
8. Agility
9. Societal Responsibility
10. Systems Perspective
11. Customer-Driven Excellence
1. Organizational Leadership

• Examines how senior leaders address mission, values, direction, performance and staff engagement and learning.

• Also examines organizational governance, the Code of Ethics, CAA Promise, advocacy, and low-income involvement.
1. Organizational Leadership

1.1 Leadership Focus
Senior leadership actively guides the agency by:
(1) actively engages the board, staff, and partners;
(2) articulates/communicates the agency’s vision, direction, and values;
(3) drives performance management and improvement
(3) systematically sets/tracks performance goals and outcomes/results;
(4) sustains the agency for the long term – ethics and succession plans;

1.2 Mission Statement, Code of Ethics, Community Action Promise
The agency board has adopted (1) Mission Statement, (2) Community Action Code of Ethics, and (3) Community Action Promise;
• Displays these prominently throughout the organization;
• Integrates these into the agency’s message and day-to-day business operations;
• Agency is proactive in ensuring ethical behavior in all agency practices.
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.
1. Organizational Leadership

1.3 Board Structure/Function
Board is knowledgeable of and engaged in reviewing agency progress, performance, and results;
• Meets all legal and regulatory membership requirements;
• Clear committee structure and functions
• **Understands** its role and is **fully engaged** in agency’s mission, direction, and success.
• Systematic Board training
• Active in performance management.

1.4 External Advisory Groups Roles/Actions
Board has participatory external advisory groups and/or task forces that actively represent their constituencies;
• External groups are **formally designated** by the Board;
• Enhance direct communication with the Board about low income needs.
• Voice of the low income community represented via recommendations to the Board.
1. Organizational Leadership

1.5 Maximum Feasible Low-Income Involvement
Agency is committed to maximum feasible low-income participation;
• Board has **formally adopted, acted upon**, or formally supported issues specifically identified in Standard 1.4 or recommended by low income representatives.

1.6 Community Advocacy
Agency is committed to advocacy on behalf of the low-income community;
• Has **formally adopted** and **demonstrated pro-active advocacy** on specific unmet needs, gaps in services, lack of funding, or other barriers;
• As defined in Standard 1.5
• Board, executive director, and senior agency leadership have **actively engaged** legislative, regulatory, and/or community institutions;
• **documents/tracks/reports measurable impacts** (Standard 7.5) addressing listed advocacy issues.
2. Strategic Planning and Direction

• Examines how you assess needs, set longer-term/strategic direction and develop and update operational plans.

• Examines the strategic plan and whether it serves as a living document that guides your agency’s near- and longer-term performance.
2. Strategic Planning

2.1 Strategic Plan and Deployment
Formally adopted and actively used strategic plan is in place that serves as an agency;

- Focuses on poverty and is utilized by staff throughout the agency;
- Links the agency’s mission/vision/values with specific, measurable strategies and metrics that guide all agency action.
- Foundation for agency wide performance management
2. Strategic Planning and Direction

2.2 Plan Development/Updates
Agency systematically assesses poverty conditions/resources to eliminate poverty;
• Assures input from individual low income customers and stakeholders;
• assures strategic plan is current and systematically updated using a structured process and set timetable

2.3 Mobilizing New Resources/New Programs/New Partnerships
Agency has mobilized substantial additional (non-CSBG) dollars for every CSBG dollar it has received;
• Regularly developed new programs, services, and partnerships in response to its community needs stratégic plan.
• Resources developed support stated strategic goals/strategies.
2. Strategic Planning and Direction

2.4 Strategic Measures of Success
Strategic plan goals/strategies have specific performance measures/metrics used by Board and Staff that:

• Are tracked by leadership via an integrated agency-wide performance management system
• Track overall agency progress and success in achieving its vision/mission;
• Are tracked over time using an agency-wide scorecard (not just program updates)
• track agency projects and/or linkage to ROMA goals.
3. Customer Focus

- Examines how your agency seeks to listen to and respond to the voices of clients, customers, partners, and stakeholders of the organization.

- Examines how your organization builds relationships with internal and external customers and how feedback and measured data (level of satisfaction) is used by the organization for improvement.
3. Customer Focus

• Voice of the Customer
  – Who is the Customer?
  – Customer Categories/Groups
  – Customer Satisfaction
  – A Few Principles To Consider
3. Customer Focus

- Customers segmented by program, geography, and other relevant categories.
- Easy for customers to get and give information about programs/services.
- Staff trained in customer relations and empowered to address customer problems.
- Complaints tracked over time and solved quickly.
3. Customer Focus

3.1 Customer/Constituent/Community Knowledge

- Formally identifies external customers including (1) Low Income; (2) Partners/Stakeholders; (3) Funding Sources; (4) Community
- Agency-wide policy or approach to guide listening and learning process.

3.2 Customer/Constituent Feedback System

- Agency uses an agency-wide approach to systematically collects, assesses, and acts upon external customer feedback about its programs and services.
- Survey system produces trended data over time using evidencing high customer satisfaction from external customers cited in Standard 3.1.
3. Customer Focus

3.3 Internal Improvement
• *internal customers* are formally identified and designated
• Deploys a systematic *internal* policy and process to solicit/track internal customer feedback;
• Assesses internal operations, procedures, and employee work environments and effectiveness;
• Tracks/utilizes feedback via agency performance management system.

3.4 Partnership System
• **Strategic plan includes a goal/strategies** on partnering with measures;
• Supports the achievement of its mission and goals.
• **Inventory of partnerships** is maintained with purposes and benefits evaluated over time. Results tracked and reported over time.

• Examines your agency’s information technology/performance measurement systems; and

• How you analyze and use performance data and information for short- and long-term improvements.

4.1 Information System Technology
An integrated and effective system links all agency programs and services:
• Is responsive quickly to agency and stakeholders needs;
• produces unduplicated counts of individuals served.
• Capable of tracking and reporting services provided to each individual served.

4.2 Information and Knowledge Management
System ensures staff have ready, reliable, and accurate information for decisions;
• Capable of monitoring results of the agency’s overall goals/strategies/results and program specific services provided.

4.3 Performance Management and Improvement System

A formal system integrating strategic, operational, financial, administrative, and other performance related data and results information is aggregated into an agency-wide scorecard.

The integrated manual and automated system can:
(1) monitor administrative and program processes;
(2) track agency strategies/operational program measures;
(3) track agency progress and improvements trends; and
(4) track overall agency outcomes and results trends over time;
(5) links financial and program data (not required to be automated).
5. Human Resources

- Examines your staff learning and work system’s success in enabling all employees to develop their full potential.
- Also examines how you build a healthy and safe work environment that is supportive of performance and organizational growth.
5. Human Resources

5.1 Policies, Procedures, and Personnel Systems
• Board adopted and reviewed annually
• Compliant with federal/state laws and mission aligned,
• Arear salary levels analyzed are living wage benchmarks assessed
• Plan is in place with provisions for career growth pathways to attaining a living wage over time

5.2 Employee Performance Management
• Annual staff evaluation process is conducted, is directly linked to agency goals/strategies, and
• Includes provisions for staff response.
• Job descriptions are current and directly linked to agency goals/strategies.

5.3 Employee Engagement/Participation/Well-Being
• Employees fully engaged and actively participate operations of the agency;
• Have the equipment necessary to achieve job excellence;
• Agency work environment is safe, secure, supportive of well-being.
5. Human Resources

5.4 Staff Development and Learning System
The agency has formally adopted and systematically deploys an agency-wide staff skill and professional development policy or plan.
- Provisions to assesses employee needs for training and evaluates offered training;
- Conducts staff orientations --- mission/vision, values, Promise aand ROMA;
- Full Support for CCAP certification opportunities.

5.5 Low-Income on Staff
Agency offers employment opportunities to low-income members of the community;
- HR Policy includes provisions for proactive recruitment of low income
- Proactive Targeting, Recruitment/Hiring of Low Income – Systematically tracks and report low income hiring results to Board
6. Organizational Process Management

• Examines your key administrative support and program/service delivery systems and processes and how you manage them to achieve overall agency growth and success.
6. Organizational Process Management

6.1 Financial Systems
Board adopted and annually reviewed Financial Management Policy/Manual with provisions for:
• An administrative and financial risk assessment process and report;
• An agency wide budget presented to and adopted by the Board.
• Program and financial data integrated into a performance management system
• Supports the agency goals -- provides quick access to financial information;
• Is user-driven and integrated with program data for tracking performance and improvement.
6. Organizational Process Management

6.2 Infrastructure Support
The agency has a **formal system and written procedures** for building and equipment maintenance is in place;
• regular and timely inspections/maintenance and upkeep;
• periodic, pre-set schedule for maintenance.
• emergency and disaster planning

6.3 Purchasing/Procurement
Formal procurement system with written procedures;
• includes provisions for property and equipment disposal;
• a current and regularly updated list of goods and services suppliers
• specifies solicitation of bids from minority and disadvantaged business owners.
6. Organizational Process Management

6.4 Communications/Public Relations
The agency has adopted a formal communication plan/policy deployed;
• multiple means of communicating with customers/stakeholders;
• periodic press releases, newsletters, media events, reports;
• the effectiveness of message is assessed -- awareness and perception measured periodically.

6.5 Intake, Eligibility, Assessment, Case Management, and Follow-up
The agency integrates these five components into an agency-wide service delivery system using automated, manual or combined processes;
Customers are well served
Core set of common data elements is established.
6. Organizational Process Management

6.6 Project Management
A formal, agency-wide project management policy and process is in place incorporating eight core elements:

1. Projects performance is managed to exceed planned goals.
2. Measurable (ROMA) objectives are included in each project.
3. Managers review/improve projects based on customer feedback.
4. Project success is systematically evaluated/reported to leadership.
5. Project budget/expenditures are monitored/reported.
6. Project facilities meet or exceed ADA and building codes.
7. Project staff attend appropriate training sessions.
8. Final results/status report is produced for each project.
7. Organizational Results

- Examines your agency’s performance and improvements over time in six areas
7. Organizational Results

7.1 Agency Outcomes and Program/Service Delivery Results

- Agency documents and systematically reports/charts multi-year strategic and operational results data over time;
- Agency-wide scorecard and performance management system in place.
- Measurement system tracks multi-year outcomes and documents the agency’s success in moving families from poverty to self-sufficiency and those specifically related to strategic plan measures and metrics;
- ROMA goals fully integrated in organization’s performance mgmt system.

7.2 External Customer Results

- High customer satisfaction trends/results reported for external customers identified in Standard 3.1 over time;
- This information is part of agency’s performance management system documenting agency success and outcomes.
7. Organizational Results

7.3 Internal Customer/Resource Results
• The agency systematically collects, analyzes, and reports multi-year feedback from internal customers
• Trended data documenting internal customers results over time presented, i.e. satisfaction, well being, turnover, training etc.
• Regularly assesses and improves its internal administrative, operations, and work processes.

7.4 Partner/Stakeholder Results
• Agency systematically assesses partnership contributions to agency success
• Tangible results/benefits for partnerships trended and reported over time as part of performance management system;
7. Organizational Results

7.5 Advocacy Results

The agency systematically assesses, tracks and reports data over time that documents its community advocacy efforts, results and outcomes related to advocacy issues identified in Standard 1.5.

7.6 Financial Accountability and Health

Agency’s financial health is sound, resources are growing, and audit reports are exemplary;
• Regulatory requirements exceeded. Good standing with current funding sources/accreditation entities;
• Financial trend data/cost efficiency ratios systematically tracked and show improvement;
• Past three audits with no unresolved costs or material findings;
• Recent external evaluations demonstrate agency’s improvement strategies.
• Financial and Administrative Risk Assessment report made to the Board
7. Organizational Results

7.7 Definitive or Noteworthy Community Recognition and Innovation

Agency has a track record of innovation and community recognition and if related to mission or strategic plan.
Final Points to Ponder

• What gets measured gets done.
• If you do not measure results, you cannot tell success from failure.
• If you cannot see success, you cannot reward it.
• If you cannot reward success, you are probably rewarding failure.
• If you cannot see success, you cannot learn from it.
• If you cannot recognize failure, you cannot correct it.
• If you can demonstrate results, you can win public support.