

CSBG State Plan Section	2015-2017 As-Is	2017-2019 To-Be
<p><b>3.2 State Plan Goals</b>  <i>Describe the State's CSBG-specific goals for State administration of CSBG under this State Plan.</i></p>	<p>"To assist all of the eligible entities in achieving compliance with the organizational standards by offering training and technical assistance as needed. To work with the eligible entities to ensure timely and correct submission of all fiscal documents To aid the eligible entities in becoming agents of change in their communities. To ensure that high quality services continue to be delivered to Pennsylvania's low-income residents."</p>	<p>The Commonwealth's goal for the CSBG program is to reduce poverty by supporting eligible entities to become agents of change in their efforts to assist the low income population of Pennsylvania with and through communities to move individuals and families out of poverty. The Pennsylvania state CSBG office will support eligible entities to increase their flexibility and agility to respond to the diverse needs of their service areas by utilizing ROMA Next Generation, and fostering partnerships and linkages to create meaningful solutions.</p>
<p><b>6.6 Performance Target</b>  <i>What percentage of eligible entities in the state does the state expect will meet all the state-adopted organizational standards in the next year?</i></p>	<p>As of September 2016, our IS showed:</p> <p>36% (16 of 44) meet all standards  39% (17 of 44) meet 90-99% of standards  10% (4 of 44) meet 80-89% of standards  7% (3 of 44) meet 70-79% of standards</p>	<p>The percentage of eligible entities in the State that the State expects will meet all organizational standards in the next year (2017-18):</p> <p>85% (38 of 44) will meet all standards by September 2018  Additionally:  90% (40 of 44) will meet all standards by September 2019  95% (42 of 44) will meet all standards by September 2020</p>
<p><b>8.1 T&amp;T/A</b>  <i>Describe the state's plan for delivering CSBG-funded training and technical assistance to eligible entities under this state plan.</i></p>	<p>Current DCED and CAAP T/TA plans:</p> <ul style="list-style-type: none"> <li>• ROMA Next Generation Symposium</li> <li>• ROMA Implementer Training</li> <li>• Governance Training</li> </ul>	<p>On a monthly basis, the State Lead Agency and the CAAP hold standing meetings that include agenda items specific to training and technical assistance. Both DCED and the CAAP collect feedback from eligible entities, and coordinate efforts accordingly. Proposed DCED and CAAP T/TA plans in the next year include:</p> <ul style="list-style-type: none"> <li>• ROMA Next Generation</li> <li>• Governance/Tripartite Board</li> <li>• Training for eligible entities with unmet standards</li> <li>• Regional training offerings</li> <li>• WIOA collaboration training</li> <li>• Organizational development and associated topics</li> <li>• Risk assessment training</li> </ul>

<p><b>9.1 Linkages and Coordination at the State Level</b>  <i>Describe the linkages and coordination at the state level that the state plans to create or maintain to ensure increased access to CSBG services to low-income people and communities under that state plan and avoid duplication of services.</i></p>	<p>State linkages include:</p> <ul style="list-style-type: none"> <li>• State LIHEAP office</li> <li>• State Weatherization office</li> <li>• State housing office</li> </ul> <p>The Center for Community Services also houses the state Weatherization Office which receives 15% of the Pennsylvania LIHEAP allocation for use in their weatherization and emergency heating crisis programs. Approximately 75% of the weatherization providers in Pennsylvania are also CAAs. The state housing office is also located within the Department of Community and Economic Development.</p>	<p>State linkages include:</p> <ul style="list-style-type: none"> <li>• State LIHEAP office</li> <li>• State Weatherization office</li> <li>• State Public Health office</li> <li>• State WIOA agency</li> <li>• State housing office</li> </ul> <p>The Center for Community Services also houses the state Weatherization Office which receives 15% of the Pennsylvania LIHEAP allocation for use in their weatherization and emergency heating crisis programs. Approximately 75% of the weatherization providers in Pennsylvania are also CAAs. The state housing office is also located within the Department of Community and Economic Development.</p>
<p><b>9.2 Linkages and Coordination at the Local Level</b>  <i>Describe the linkages and coordination at the local level that the state plans to create or maintain with governmental and other social services, especially antipoverty programs, to assure the effective delivery of and coordination of CSBG services to low-income people and communities and avoid duplication of services.</i></p>	<p>The Center for Community Services also houses the state Weatherization Office which receives 15% of the Pennsylvania LIHEAP Allocation for use in their weatherization and emergency heating crisis programs. Approximately 75% of the weatherization providers in Pennsylvania are also CSBG agencies. The state housing office is also located within the Department of Community and Economic Development.</p> <p>The Center also operates the Neighborhood Assistance Tax Credit Program. This is a state supported tax credit program geared toward providing services to low-income clients through donations by corporate entities. A large portion of this program is dedicated to forming partnerships between non-profits and corporate entities to further community development efforts in targeted areas of Pennsylvania</p>	<p>The Center for Community Services also houses the state Weatherization Office which receives 15% of the Pennsylvania LIHEAP Allocation for use in their weatherization and emergency heating crisis programs. Approximately 75% of the weatherization providers in Pennsylvania are also CSBG agencies. The state housing office is also located within the Department of Community and Economic Development.</p> <p>The Center also operates the Neighborhood Assistance Tax Credit Program. This is a state supported tax credit program geared toward providing services to low income clients through donations by corporate entities. A large portion of this program is dedicated to forming partnerships between non-profits and corporate entities to further community development efforts in targeted areas of Pennsylvania.</p> <p>Additionally, the CSBG eligible entities are mandated</p>

		<p>partners under the WIOA Combined State Plan and will coordinate employment and training activities with and through their local One-Stop Workforce service providers. The CSBG Lead Agency has coordinated with the local One-Stop workforce service providers to develop MOUs at the local level. This will strengthen efforts and result in improved partnerships and linkages at the local level.</p>
<p><b>9.3a State Assurance of Eligible Entity Linkages and Coordination</b>  <i>Describe how the state will assure that the eligible entities will coordinate and establish linkages to assure the effective delivery of and coordination of CSBG services to low-income people and communities and avoid duplication of services.</i></p>	<p>Each eligible entity should identify potential partnerships and linkages through examination of the results of their Needs Assessment. These linkages are then required to appear in their annual work plan. Through mandatory quarterly reporting the state will be able to monitor each agency's attempts to achieve these linkages. The agencies year-end report will display an aggregated number of the linkages attained.</p>	<p>The state lead agency will assure coordination and effective delivery of services through analysis of outcomes reported in COPOS. Eligible entities are asked to highlight partnerships and collaborations in both COPOS and in their work plans. Additionally, each eligible entity's needs assessment considers the potential duplication of services, and the state lead agency reviews needs assessment results every three (3) years. As a result of the WIOA Combined Plan, Eligible entities will coordinate employment and training activities and services through the Commonwealth's CareerLink "one-stop" system. Locally, eligible entities will engage with CareerLink.</p>
<p><b>9.3b State Assurance of Eligible Entity Linkages to Fill Service Gaps</b>  <i>Describe how the eligible entities will develop linkages to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations.</i></p>	<p>All eligible entities are encouraged to identify both service gaps and potential partnerships to address those gaps during their strategic planning process. Beginning in 2013 Pennsylvania established a state wide goal that all CSBG agencies should strive to be a catalytic agent of change in their communities and not just social service providers. As part of their yearly monitoring they are asked to explain whether or not they have been successful in this undertaking and identify any potential barriers to the establishment or maintenance of these relationships.</p>	<p>The CSBG lead office will require, as part of their work plan, the eligible entities to address the service gaps in their area. Through partnership and or collaboration with other area service providers the eligible entities will identify possible strategies to fill any gaps that exist. The state may consider granting CSBG discretionary funding to agencies that develop innovative strategies to bridge gaps.</p>
<p><b>9.8 Coordination among Eligible Entities and CAAP</b>  <i>Describe State activities for supporting coordination</i></p>	<p>The state office actively participates in regional meetings of the CSBG agencies sponsored by the statewide association. When training needs that can be fulfilled by the Association are identified during</p>	<p>DCED coordinates with the CAAP to develop the CSBG State Plan and solicits feedback from each eligible entity through in-depth discussions and targeted collaboration at regional meetings. Additionally, DCED conducts a state-</p>

<p><i>among the eligible entities and the state community action association.</i></p>	<p>monitoring visits, the state refers the eligible entity for such training directly. The state office acts as a presenter during the Associations annual conference to address issues and concerns throughout the state, or may provide subject matter specific training.</p>	<p>wide webinar that informs and shapes the strategic direction of plan development including T/TA needs.</p> <p>DCED and the CAAP coordinate efforts to organize and conduct the following:</p> <ul style="list-style-type: none"> <li>• Annual symposium</li> <li>• Regional meetings</li> <li>• Direct eligible entities to contact the CAAP for ROMA training</li> <li>• Annual T/TA Plan</li> <li>• Annual CAAP Conference</li> </ul> <p>Monitoring processes result in referral of eligible entities to contact CAAP for specific T/TA needs such as governance/board topics, new executive director mentoring, and ROMA implementation issues and concerns.</p>
<p><b>9.9 Communication with Eligible Entities and CAAP</b>  <i>Describe the state’s plan for communicating with eligible entities, the State Community Action Association, and other partners under this state plan.</i></p>	<p>Staff from the state office uses telephone and email communication on a daily and weekly basis to both secure information from and communicate information to the CSBG agencies. CSBG agencies are referred to the Department's web site <a href="http://www.newpa.com">www.newpa.com</a> for programmatic updates and general information</p>	<p>We currently have at least one in-person meeting or symposium per year, attend your CAAP Conference and regional meetings, send blast emails as needed, visit agencies outside of monitoring, conduct monitoring and have a SharePoint internet site in the works.</p> <p>Feedback collected from eligible entities indicates general satisfaction with the current mechanisms of communication. These include:</p> <ul style="list-style-type: none"> <li>• Annual symposium</li> <li>• CAAP conference</li> <li>• CSBG website including COPOS</li> <li>• Email blasts</li> <li>• Regional meetings</li> <li>• On-site visits</li> <li>• COPOS reports</li> </ul>

		<p>However, the State Lead Agency will continue to strive for the most effective and efficient mechanisms of communication with eligible entities and the CAAP.</p>
<p><b>9.10 Feedback to Eligible Entities and CAAP</b>  <i>Describe how the state will provide feedback to local entities and state community action associations regarding performance on state accountability measures.</i></p>	<p>Reports on performance standards adherence are available from COPOS per agency at any time and are sent regularly by COPOS managers. DCED presents state of the network reports, usually at conference or symposium.</p>	<p>COPOS monthly reports are undergoing refinements that result in a dashboard-like presentation of information for eligible entities. This enhanced format provides at-a-glance indications for specific organizational standards and accountability measures, and provides an overall gauge of entity achievement and growth. Additionally, the following mechanisms are routinely employed to coordinate communication and performance outcomes:</p> <ul style="list-style-type: none"> <li>• On-site monitoring</li> <li>• Remote (desk) monitoring</li> <li>• Monthly COPOS reports, both on-demand and ad-hoc</li> <li>• Regional meetings</li> <li>• Annual conferences including Symposium and CAAP conference</li> <li>• T/TA on-site visits</li> <li>• Email communications</li> </ul>
<p><b>10.0 Monitoring of Eligible Entities</b>  <i>Specify the proposed schedule for planned monitoring visits including: full on-site reviews, onsite reviews of newly designated entities, follow-up reviews- including return visits to entities that failed to meet state goals, standards, and requirements, and other reviews as appropriate.</i></p>	<p>We currently perform either desk or on-site monitoring once a year with every agency.</p>	<p>Feedback collected from eligible entities indicated general satisfaction with existing monitoring processes. The state lead agency will continue to monitor eligible entities annually either through on-site visits or remote monitoring.</p>

<p><b>10.3 Initial Monitoring Reports</b>  <i>According to the state’s procedures, by how many calendar days must the state disseminate initial monitoring reports to local entities?</i></p>	<p>Reports are sent to the agencies within 30 calendar days of the review.</p>	<p>Reports are sent to the agencies within 30 calendar days of the review.</p>
<p><b>10.14 Performance Management Adjustment</b>  <i>How is the state adjusting monitoring procedures in this state plan as compared to past plans? Any adjustment should be based on the states analysis of past performance, and should consider feedback from eligible entities, OCS and other sources, such as the public hearing. If this State is not making any adjustments, provide further detail.</i></p>	<p>Monitoring checklists are updated each year. Specific review checklists for the performance standards have to be created, but most of the review can be conducted through COPOS since the information is stored there.</p>	<p>The state is continuing to monitor each agency yearly by alternating between on site and desk reviews. Additionally, the state has added the review of the Organizational Standards to its monitoring procedures. Beginning in 2017, the eligible agencies are required to provide documentation to substantiate their adherence to the standards. Failure to meet standards will result in a finding and the agency must respond and develop a corrective action plan to address the issue. The monitoring remains open for continued review until the finding is satisfied. When feedback was solicited from eligible entities to consider changes to the monitoring process, we received positive feedback regarding the existing procedures. With the addition of a dedicated data analyst, and enhanced COPOS functionality, reported data can be better utilized to evaluate the outcomes of the eligible entities.</p>
<p><b>14.1c Programmatic Assurances</b>  <i>Describe how the State will assure “that funds made available through grant or allotment will be used to make more effective use of, and to coordinate with, other programs related to the purposes of this subtitle (including State welfare</i></p>	<p>One of the states primary goals for the foreseeable future is to have all CSBG agencies begin to or continue to act as the agency of catalytic change within their communities. As part of this catalytic work eligible entities will actively seed and form working partnerships with other social service delivery programs within their respective areas.</p>	<p>WIOA partnership mandates CSBG as a partner in the “one-stop” arrangement for workforce development strategies including employment and training activities. As a result of this requirement, CSBG will contribute a portion of discretionary funds to the Pennsylvania CareerLink system to support infrastructure costs, and eligible entities will partner with local Workforce Investment Boards to maintain a presence in CareerLink facilities. CareerLink services are available to all Pennsylvanians, and in partnership with TANF and welfare reform initiatives strive to provide specialized services to low-income individuals</p>

<p><i>reform efforts)</i></p>		<p>and families for the purposes of poverty amelioration through self-sufficiency efforts.</p>
<p><b>14.3b Eligible Entity Linkages – Approach to Filling Service Gaps</b>  <i>Describe “how linkages will be developed to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations.”</i></p>	<p>The State describes this assurance in the State Linkages and Communication section, item 9.3b.</p>	<p>The State describes this assurance in the State Linkages and Communication section, item 9.3b.</p> <p>The CSBG lead office will require, as part of their work plan, the eligible entities to address the service gaps in their area. Through partnership and or collaboration with other area service providers the eligible entities will identify possible strategies to fill any gaps that exist. The state may consider granting CSBG discretionary funding to agencies that develop innovative strategies to bridge gaps.</p>
<p><b>14.3c Coordination of Eligible Entity Allocation 90 Percent Funds with Public/Private Resources</b>  <i>Describe how funds made available through grants made under 675C(a) will be coordinated with other public and private resources.”</i></p>	<p>All eligible entities construct unique service delivery systems based upon their strategic plans and the analysis of their Needs Assessment Models cover the spectrum from all services being offered entirely in house to all direct services being sub-contracted with the eligible entity acting as oversight for the programs.</p>	<p>The State describes this assurance in the State Linkages and Communication section, item 9.7.</p> <p>All eligible entities identify and implement unique service delivery systems based upon their strategic plans and analysis of their Needs Assessment. Eligible entities may engage in direct service delivery and may cover the spectrum from all services being offered entirely in house to all direct services being sub-contracted with the eligible entity acting as oversight for the programs. All eligible entities are encouraged to engage in catalytic activities that coordinate the referral and delivery of services in conjunction with other public and private resources.</p>
<p><b>14.2 Discretionary Funds</b>  <i>Describe “how the State intends to use discretionary funds made available from the remainder of the grant or allotment described in section 675C(b) in accordance with this subtitle, including a description of how the State</i></p>	<p>Over the last few years, our priorities have been catalytic activities outside the regular scope of work and activities or operations needed to meet performance standards.</p> <p>The state encourages CSBG agencies to apply for discretionary funding which will support innovative activities both within the agency and in partnership and with other groups. The state actively solicits</p>	<p>The State describes this assurance under "State Use of Funds: Remainder/Discretionary," items 7.9 and 7.10.</p> <p>New areas for discretionary funding include the required support of infrastructure costs related to the WIOA Combined State Plan and community catalytic activities that, along with organizational standard achievement and organizational structural developments result in a holistic service navigation experience for individuals and families</p>

<p><i>will support innovative community and neighborhood-based initiatives related to the purposes of this subtitle.”</i></p>	<p>proposals for discretionary funds which will help support linked services between CSBG agencies and other service providers both inside and outside of the CSBG network.</p> <p>The state encourages eligible entities to apply for discretionary funds to be used to administratively support the Neighborhood Assistance Tax Credit Program staff.</p> <p>The state may allow for some administrative costs of Asset Building programs to be supported by CSBG funds.</p> <p>The Center for Community Services also house the US DOE Weatherization Program. Approximately 75% of the state's weatherization providers are also CSBG eligible entities. The Department also houses the state's low income housing programs and CSBG eligible entities are also actively involved with those.</p>	<p>that fully integrates the updated Theory of Change and ROMA Next Generation refinements.</p> <p>Additionally, the state encourages CSBG agencies to apply for discretionary funding that supports innovative activities both within the agency and in partnership and with other groups. The state actively solicits proposals for discretionary funds which will help support linked services between CSBG agencies and other service providers both inside and outside of the CSBG network.</p> <p>Eligible entities may apply for assistance to undertake activities and work to support compliance with organizational standards and to address the service gaps in their area. Through partnership and or collaboration with other area service providers the eligible entities will identify possible strategies to fill any gaps that exist. The state may consider granting CSBG discretionary funding to agencies that develop innovative strategies to bridge gaps.</p>
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