2018 CAAP/DCED COMMUNITY ACTION ACTION SYMPOSIUM
WELCOME TO DAY 3, OR DCED DAY!

– Today’s Agenda

• Inspiring presentation from Dr. john a. powell
• CSBG/DCED State Office Updates
• Program Reporting and Module 3 Panel of agencies
• COPOS overview and coming attractions
• “Working Lunch” – questions to ponder
• DCED Marketing Presentation – we have more work to do in Telling Your Story!
• Are the Greens for real? – Performance Standards
• CSBG Directives – program and policy updates
• Thank you for your overwhelming support of the CAAP/DCED Symposium!

• Your responses on the 2017 Annual Report reflected your appreciation of our proactive approach regarding the Symposium, ROMA Next Gen, COPOS development, WIOA, Needs Assessment and Communication.

• Please keep your feedback and suggestions coming!!
CSBG/DCED UPDATES

– ACSI National Survey Results moved PA from a ranking of Below Average (41) to Good (79).
– BTW - one point from Excellent...just sayin!!!
– Sample size went from 12 to 26 which was good, but we encourage all 44 agencies to participate.
– We can’t improve or keep a forward momentum without everyone’s feedback.
• ACSI Results are divided into ten areas for consideration. Scores were average to good in most areas such as State Plan, Use of Discretionary funds, Training/TA, Communication, Customer Satisfaction and Confidence/Trust.

• Thank you for your support and feedback in these areas.
• There are three main focus areas as a result of lower scores:
  – Distribution of funds
  – Monitoring and Corrective Action
  – Linkages
CSBG/DCED UPDATES

• Distribution of funds
  – The state cannot allocate to agencies what it does not receive
  – Quarterly allocations and lack of guaranteed yearly allocation until halfway into a year prevents us from providing these amounts to you on a funding release
  – Agency network agreed to keeping calendar year state plan and workplans and therefore, budget since it assures a layer of protection
  – Please be advised formula allocation is affected by changing and shifting poverty and unemployment data!
CSBG/DCED UPDATES

• Monitoring and Corrective Action
  • Your comments seemed to reflect a need for more consistency
  • Suggestions also to speak more to “assessing” program or operational development
  • Must focus on adherence to Performance Standards
  • Share monitoring trends back to agencies via 12 month performance standards history as well as needed training and technical assistance
  • A more careful and attentive look at Corrective Actions returned by agencies
CSBG/DCED UPDATES

• Linkages
  – Always provide best practice examples
  – Continue data analysis by the state
  – Report back on Annual Report results or feedback
  – Continue collaborating with other state departments when partnering seems appropriate
  – Talk about program development
CSBG/DCED UPDATES

• CSBG Discretionary Funds

  - A list of those projects approved thus far are included in your packet – you will see some interesting endeavors
  - 32 projects were received for $2.5M requested, however, only $713,025 available to expend at this time
  - A scoring process was used which weighted the project idea to the state plan goals for use of the funds
  - Quarterly allocations make it difficult to manage this in the same way we have before; if we hold the funds and wait, then the funding comes close to expiring
CSBG/DCED UPDATES

– CSBG Discretionary cont.
  • We are still considering the projects submitted to determine expenditure of the next 2 quarters’ allocation.
  • DCED staff will work with you regarding the project submitted and will ask for more detailed information.
  • We are planning to manage this in a similar way throughout the next several quarters without it being such a competitive process. Suggestions are welcome.
  • Stay tuned!!!
The National Community Action Network Theory of Change

Community Action Goals

**Goal 1:** Individuals and families with low incomes are stable and achieve economic security.

**Goal 2:** Communities where people with low incomes live are healthy and offer economic opportunity.

**Goal 3:** People with low incomes are engaged and active in building opportunities in communities.

Services and Strategies

- Employment
- Education & Cognitive Development
- Income, Infrastructure & Asset Building
- Health/Social Behavioral Development
- Housing
- Civic Engagement & Community Involvement

Core Principles

- Recognize the complexity of the issues of poverty
- Build local solutions specific to local needs
- Support family stability as a foundation for economic security
- Advocate for systemic change
- Pursue positive individual, family, and community level change
- Maximize involvement of people with low incomes
- Engage local community partners and citizens in solutions
- Leverage state, federal, and community resources

Performance Management

How well does the network operate? What difference does the network make?

- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System
- Individual and Family National Performance Indicators
- Community National Performance Indicators

A national network of over 1,000 high performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.
CSBG/DCED UPDATES
YOUR FEEDBACK IS ALWAYS WELCOME

• Lynette Praster, Director
• DCED Center for Community Services
• 717-720-1350
• lpraster@pa.gov

• Don’t forget about the “Working Lunch” handout - THANKS for your participation!
CSBG Reporting

Highlights of updates and changes, monitoring process, and future risk assessment
CSBG Directive C2018-05, Reporting Requirements

Revisions are focused on:

- Clarifications from the federal Office of Community Services (OCS),
- Changes in reporting as a result of the CSBG Annual Report and COPOS enhancements, and
- Feedback from the CSBG network

Revised CSBG Directives are anticipated July 2018
C2018-05, Reporting Requirements (continued)

- Includes recognition of the Community Organization and Planning Outcomes System (COPOS) as the official system of record

- Extensive revisions to replace former Information Survey (IS) process with new CSBG Annual Report requirements
  - Module 2
  - Module 3
  - Module 4
C2018-05, Reporting Requirements (continued)

- Reporting Schedule
  - Targets/baselines
  - Quarterly and annual outcomes and achievements

- Organizational Standards

- Tripartite Board and Key Agency Staff

- Fiscal Status Report

- Updates property inventory reporting
Randy Metcalf
Northern Tier Community Action Corporation

Nancy Brown
Monroe County Grants Office

Sergio Carmona
Blair County Community Action Agency

Wendy Melius
Center for Community Action

Melissa Farrow
Central Susquehanna Opportunities
CAAP / DCED SYMPOSIUM
COPOS RELEASE OVERVIEW

April 17 – 19, 2018

Melanie Sheeler
Business Analyst
Melanie Sheeler
Business Analyst

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COPOS PROMOTION OVERVIEW

• 2018 Major COPOS releases are scheduled for May, August and November
• The first 2018 major release for COPOS will occur on May 21, 2018
• COPOS system will be unavailable for the promote: May 16, 2018 at Noon to May 21, 2018 at 8 AM to ensure a successful Go Live
• Today’s overview will cover the major highlights of this release and a webinar with additional details is scheduled for May 8 at 9:30 AM to 10:30 AM
May 21 release will include the following items; additional details on webinar May 8:

- OS History Report Print Option
- OS Report “# of Met Standards” Counter at top
- “Notes” may not be added to OS while it is “ED Approved”
- Align User IDs & Passwords with Commonwealth Standards
- User Access Certification Document in COPOS
- Download Report Content Screen Redesign
- Board Management – New!
Agencies have the option to print their OS History.

- Capability was requested for print out to show Board Members & others.

- On the OS History screen, simply select the “Download” or send to e-mail.
The report you receive will show status for the past 12 months appearing as follows:

### Community Action Agency Standards History

**Generated:** 4/10/2018 2:37:50 PM

**AA** - Awaiting Approval

#### Maximum Feasible Participation

<table>
<thead>
<tr>
<th>Category one: Consumer Input and Involvement</th>
<th>2017</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td>Standard 1.2 - The organization analyzes information collected directly from low-income individuals as part of the community assessment.</td>
<td>Met Met Met Met Met Met Met Met Met Met Met Met</td>
<td>Met Met</td>
</tr>
<tr>
<td>Standard 1.3 - The organization has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the governing board.</td>
<td>Met Met Met Met Met Met Met Met Met Met Met Met</td>
<td>Met Met</td>
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#### Category two: Community Engagement

<table>
<thead>
<tr>
<th>2017</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td>Standard 2.1 - The organization has documented or demonstrated partnerships across the community, for specifically identified purposes; partnerships include other anti-</td>
<td>Met Met Met Met Met Met Met Met Met Met Met Met</td>
</tr>
</tbody>
</table>
At the top of the OS page, a “Met” counter has been added:

- **46 of 50 [92.00%] Standards In Compliance**

**Maximum Feasible Participation**

**Consumer Input and Involvement**

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

- **Met**

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

- **Met until 10/23/2018**
MAY 21 PROMOTION – UNABLE TO ADD NOTES WHILE APPROVED

- A note may not be added to a signed & approved OS
- You will need to first “Undo Approval”
- Add “Note” & then ED “Approve” the standard
- This was incorporated to be consistent with other portions of COPOS
• Passwords are being extended to 12 characters to align with Commonwealth standards

• Impact: The next time you change your password, you will be required to use a 12 character password.
To ensure that User IDs align with Commonwealth standards, the system will automatically create the User ID when adding a new user. This field will not be accessible to the Local Admin who creates a new User ID.

A small number of Users who have User IDs that are not fully compliant with the standard will receive a new User ID in late May. They will be notified of their new User ID and must use the new User ID for all future COPOS logins.
MAY 21 PROMOTION – USER ACCESS CERTIFICATION

• COPOS has incorporated a new User Access Certification Document.
• This will allow you to sign a user agreement electronically.
• Local Administrators or EDs will not be required to collect signatures and send to DCED, as it will be completed and maintained by COPOS.
• The process will be similar to user agreements used for other on-line systems (such as Netflix, eBay, or Amazon, etc.)
• The signature will be required the first time you login after May 21st.

• You will not be prompted to sign the document again until your first login after January 1st.

• The agreement will be signed each subsequent calendar year.
• Modified Report Download for ease of use:

- **Download Report Content**

  - Report Font Size: Normal

- **Complete and Part Reports**

- **Module 2 Expenditures, Capacity, & Resource**

  - **Section A: B**
    - CDBG Expenditures Domains
      - Full/Wrap/Blank/Help/Year-To-Year

  - **Section A: C**
    - Agency Capacity Building Activities Funded by CDBG
      - Full/Wrap/Blank/Help/Year-To-Year

  - **Section B**
    - CDBG Eligible Entity Capacity Building - Data Entry Form
      - Full/Wrap/Blank/Help/Year-To-Year

  - **Section C**
Board Management Module is a new module in COPOS to track current board members & key staff

- Routinely update tripartite board membership and agency key staff as changes occur
- Replaces manual processes at the time of monitoring
- Additional details and specific requirements will be forthcoming in revised CSBG Directive C2018-05, Reporting Requirements
Edit Organization Information

Number of Board Members Established in By-Laws: 15
Current Number of Board Members: 15

Sector
- All Sectors
- Public Official
- Private Sector
- Low-Income Sector

<table>
<thead>
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<tr>
<td>Low Income Sector Board Members</td>
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Public Official Board Directors

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<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Board Position</th>
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</thead>
<tbody>
<tr>
<td>John</td>
<td>Happy-Day</td>
<td></td>
</tr>
<tr>
<td>Ronald</td>
<td>McDonald</td>
<td>Secretary</td>
</tr>
<tr>
<td>John Q</td>
<td>Public</td>
<td>President</td>
</tr>
<tr>
<td>Tessa Q</td>
<td>Smith</td>
<td></td>
</tr>
<tr>
<td>Melanie</td>
<td>Test</td>
<td></td>
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</tbody>
</table>

Private Sector Board Directors

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Board Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jimmy</td>
<td>John</td>
<td></td>
</tr>
<tr>
<td>Sallies</td>
<td>Petunia</td>
<td></td>
</tr>
<tr>
<td>Tarantula</td>
<td>Question</td>
<td></td>
</tr>
<tr>
<td>Lilly</td>
<td>Valley</td>
<td></td>
</tr>
<tr>
<td>Pansy</td>
<td>Valley</td>
<td></td>
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</table>

Low Income Board Directors

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<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Board Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crazy</td>
<td>Daffodil</td>
<td></td>
</tr>
<tr>
<td>Rhoda</td>
<td>Dendron</td>
<td></td>
</tr>
<tr>
<td>Tom</td>
<td>Fern</td>
<td></td>
</tr>
<tr>
<td>Tom</td>
<td>Lilac</td>
<td></td>
</tr>
<tr>
<td>Tulip</td>
<td>Lilac</td>
<td></td>
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### Key Staff Management

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<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Job Title</th>
<th>CSBG Role</th>
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</thead>
<tbody>
<tr>
<td>Content</td>
<td>EmmaLee</td>
<td>Program Analyst</td>
<td>CSBG Program Manager</td>
</tr>
<tr>
<td>Happy</td>
<td>Sally</td>
<td>Administrator</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Joyous</td>
<td>Timothy</td>
<td>Fiscal Manager</td>
<td>Fiscal Manager</td>
</tr>
</tbody>
</table>

**Edit Organization Information**

[Key Staff Management tab]

- [Select Delete] Content
- [Select Delete] Happy
- [Select Delete] Joyous

[New View Deleted]
• Future Release Enhancements

• August Release:
  – Create a new section to Annual Report; there are some questions which were previously asked in Section D (eliminated with the Annual Report) that we are still required to collect
  – Improve COPOS performance and faster implementation
  – Automate a “Manage Documentation Archival Process
  – Improved Module 3 Report for ALL Agency Initiatives
  – Improved Monthly e-mail for the Organizational Standards
A LOOK AHEAD – FUTURE COPOS RELEASES

• November Release:
  – Add the FNPIs & SRVs Numbering to the COPOS Annual Report to aid in data entry for January 2019 and forward

• Future Releases - Ongoing planning for future needs and releases roughly three (3) per year following May, August, and November schedule. We welcome your feedback
Comments & Questions ??
Melanie Sheeler
Business Analyst

717-346-0806
mesheeler@pa.gov
Are the Greens for Real??

CSBG Organizational Standards
Melissa Tabb
CSBG Program Specialist
Standard 4.4 - The governing board receives an annual update on the success of specific strategies included in the Community Action Plan

The required documentation includes both of the following:

- Community Action Plan (Workplan) update report
  AND
- Board minutes
- Board packet or written report presented to the board.
ORGANIZATIONAL STANDARDS

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

Documentation includes at least one of the following:

• Sign-in sheet and copy of the agenda used for training.
• Board minutes with the names of those attending.
• Registration and training materials from an offsite training, conference, event, or webinar.
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.

This standard requires two types of documentation:

• Provide a copy of the materials presented and/or provided to the board.

AND

• Board meeting minutes that reflect the update to the full board within the past 12 months.
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.

Documentation that confirms an agency has completed an audit (licensed CPA).

AND

Documentation that confirms the agency has filed the report timely.
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. (PRIVATE)

Two types of documentation required:

- Documentation that confirms an agency has prepared responses to or otherwise assessed any audit findings.
  
  AND

- Documentation that confirms the agency has reviewed its corrective action plan with the governing board.
Standard 8.2 - The department follows local government procedures in addressing any audit findings related to CSBG funding. (PUBLIC)

Two types of documentation required:

• Documentation of the local government process to address audit findings.

AND

• Documentation that confirms the department has followed the process.
Standard 8.9 - The governing board annually approves an organization-wide budget. (PRIVATE)

Two types of documentation required:

• The agency-wide budget provided to the board.  
  AND

• Evidence that the board has approved the agency-wide budget.
Standard 8.9 - The tripartite board/advisory body has input as allowed by local governmental procedure into the CSBG budget process. (PUBLIC)

Two types of documentation required:

- The local government procedure for tripartite board/advisory body participation in the CSBG budget process.

  AND

- Evidence that the board was allowed to participate as required.
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.

Documentation includes:

• Board minutes documenting board review or action on the results of agency’s analysis of their progress.

AND

• Board packet and or presentation materials provided to the board within the last 12 months.
Standard 9.4 - The organization submits its annual CSBG Information Survey data report and it reflects client demographics and organization-wide outcomes.

Documentation includes the electronic or hard copy of the report submission.

• Copy of the actual report

OR

• Copy of the email confirmation of submission.
ORGANIZATIONAL STANDARDS

Standard 3.5 - The tripartite board/advisory board formally accepts the completed community assessment. (PUBLIC)

Documentation includes:

• Board minutes with the action item to accept the CNA clearly delineated with motion and results of the vote noted.
Standard 6.2- The approved strategic plan, or comparable planning document, addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient. (PUBLIC)

Documentation must include:

- A copy of the strategic plan (goals, strategies, and key measures).
ORGANIZATIONAL STANDARDS

Standard 6.3 - The approved strategic plan, or comparable planning document, contains family, agency, and/or community goals. (PUBLIC)

Documentation includes:

• A copy of or link to the strategic plan which has goals, objectives, strategies and measures that explicitly address family, agency, and/or community goals.
Standard 8.4 - The department’s tripartite board/advisory body is notified of any findings related to CSBG funding. (PUBLIC)

Required documentation includes:

- Board minutes indicating notification of all audit findings with CSBG funding,

  OR

- A formal communication (e.g. email, letter) to the board notifying them of all audit findings with CSBG funding.
Standard 5.6 Documentation - Each governing board member has signed a conflict of interest policy within the past 2 years. (PRIVATE)

Documentation includes:

- A signed conflict of interest document that allows for board members to list real or potential known conflicts that is collected, reviewed and stored by the CAA.
Standard 5.6 Documentation - Each governing board member has signed a conflict of interest policy within the past 2 years. (PRIVATE)

Documentation includes:

• A signed conflict of interest document that allows for board members to list real or potential known conflicts that is collected, reviewed and stored by the CAA.

- Updated language to reflect that the standards are now mandatory and will be monitored rather than a self-assessment as they were when the directive was last revised.

- Revised for clarity and readability.
CSBG Directives

Highlights of updates and changes, monitoring process, and future risk assessment
John Winters
CSBG Program Specialist

Kathleen Bodek
CSBG Program Specialist

Melissa Tabb
CSBG Program Specialist
CSBG DIRECTIVES – 2018 UPDATES

CSBG Directives were last updated in January 2016

Revisions are focused on:

- Clarifications from the federal Office of Community Services (OCS),
- Changes in reporting as a result of the CSBG Annual Report and COPOS enhancements, and
- Feedback from the CSBG network through program monitoring and technical assistance

Revised CSBG Directives are anticipated by July 2018
CSBG DIRECTIVES – 2018 UPDATES

C2018-01 Administrative Procedures for CSBG Grants

✓ Updated language in several sections to better match the Federal CSBG legislation and CSBG Organizational Standards
  ❑ Specifying frequency of board review of by-laws
  ❑ Clarifying tripartite board composition

✓ Specifications about frequency of ROMA training for board, agency staff, and subcontractors

✓ Updated conflict of interest and non-discrimination policies to match DCED requirements
C2018-02 Governing Boards for Private Entities

✓ Updated purpose and description of tripartite board sectors and composition

✓ Added code of ethics and board meeting requirements sections to align with C2018-01

✓ Reformatted the sections for clarity and readability
C2018-03 Administrative Boards for Public Entities

✓ Revised and clarified the Selection of Administrative Boards section

✓ Added specific information about tripartite board composition by sector

✓ Clarified language and corrected errors for accuracy and readability
CSBG DIRECTIVES – 2018 UPDATES

C2018-04 Income Eligibility Determination

✓ Updated language in several sections to better match the Federal CSBG legislation and CSBG Organizational Standards, clarifying:
  - How funds are used for administrative purposes based on client income eligibility
  - Documentation that must be included in files for client self-declaration of income

✓ Updates to what should be included and excluded in income determinations.

✓ Expectation of what the agency should do if client cannot provide proof of eligibility at intake.
CSBG DIRECTIVES – 2018 UPDATES

C2018-05 Reporting Requirements

✓ Includes recognition of the Community Organization and Planning Outcomes System (COPOS) as the official system of record

✓ Extensive revisions to replace former Information Survey (IS) process with new CSBG Annual Report requirements
  ❑ Module 2
  ❑ Module 3
  ❑ Module 4
C2018-05 Reporting Requirements (continued)

- Reporting Schedule
  - Targets/baselines
  - Quarterly and annual outcomes and achievements

- Organizational Standards
- Tripartite Board and Key Agency Staff
- Fiscal Status Report
- Updates property inventory reporting
C2018-06 Monitoring Procedures

✓ Revisions to monitoring tools such as Pre-Monitoring Questionnaire, Desk Monitoring Tool, and On-Site Monitoring Tool
✓ Grouping of questions is improved, revisions to language for clarity and readability, outdated questions removed
✓ Desk monitoring enhanced emphasis on tripartite board including composition, meetings, minutes, governance, by-laws, and personnel policies.
✓ CSBG discretionary grant monitoring section added
C2018-06 Monitoring Procedures (continued)

✓ Pre-Monitoring Questionnaire

- Expanded to include additional narrative sections
- Some questions improved to more clearly identify the roles of the tripartite board
- Section added for discretionary grant monitoring
C2018-06 Monitoring Procedures (continued)

✓ Desk Monitoring Tool

- Emphasis on tripartite board composition, meetings, minutes, governance, by-laws, and personnel policies
- Subcontractor section removed from desk monitoring
- Section added for discretionary grant monitoring
C2018-06 Monitoring Procedures (continued)

- On-Site Monitoring Tool
  - Tripartite board section revised to remove redundant questions
  - Enhanced focus on client files and recordkeeping
  - Intensified focus on CSBG eligibility determinations and subcontracts
  - Section added for discretionary grant monitoring
C2018-06 Monitoring Procedures (continued)

✓ Corrective actions

✓ Technical Assistance Plans (TAP)

✓ Quality Improvement Plans (QIP)

✓ Integration with forthcoming Risk Assessment processes (CSBG Directive C2018-08)
C2018-07 Organizational Standards

- Updates to language to emphasize Organizational Standards are now fully implemented and mandatory rather than ramping up

- Documentation to support compliance must be uploaded to COPOS, the official system of record

- Revisions to language for clarity and readability
CSBG DIRECTIVES – 2018 UPDATES

C2018-08 Risk Assessment (forthcoming)

✓ Continuous process of assessing risk
✓ Ensure federal awards are spent properly
✓ Identify areas where resources such as training, technical assistance, and monitoring should be directed
✓ Considers monitoring, audits, agency history and changes
C2018-08 Risk Assessment (forthcoming)

✓ Some factors and categories include:

- Financial stability
- Quality management systems
- Board compliance
- Past program performance
- Monitoring and audits
- Timeliness and accuracy of reporting
C2018-09 Results Oriented Management and Accountability (ROMA) Next Generation

✓ ROMA performance management framework is a federal CSBG requirement
  - Requirements for ROMA training and implementation
  - Roles such as NCRI and NCRT
  - Who can conduct ROMA training
  - Frequency of training
  - Applicability to agency, tripartite board, and subcontractors
Additional CSBG-related directives:

- **CW2016-01** Procurement, Bidding, and Subcontracting Procedures (revised July 2016)
- **CW2017-02** Management of WAP/CSBG Property (revised July 2017)
- **CW2017-03** Annual Financial Reconciliations (revised July 2017)
- **CW2014-04** Taxation of Materials (revised September 2014)
Additional CSBG-related directives:

- **FMC2014-01(2)** Federal Program Invoices and Fiscal Status Reports for Weatherization Grants and CSBG Grants (currently under review)
- **FMC2014-02(1)** Federal Program “Zero” Dollar Contracts (currently under review)
- **FMC2014-03(2)** Contract Amendments and Budget Modifications (revised December 2017)
- **FMC2016-02** Indirect Cost Support for Federally Funded Grants (currently under review)
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