Breaking down the
CSBG Organizational Standards

Kathleen Bodek
Your partners, the NCAP, CAPLaw and others has developed several tools and aides to help with compliance of the OS and beyond.
ORGANIZATIONAL STANDARDS

CAPLAW
Community Action Program Legal Services, Inc.

Legal and Financial Resources for Community Action
History of the development of the Organizational Standards from the Partnership

Oct, 2012
The Organizational Standards Center of Excellence is Established
Launched by the National Community Action Partnership

Jul, 2013
The C.O.E. submits first draft of Organizational Standards to OCS
after a 9 month process of listening sessions, literature reviews, surveys, and field testing

Mar, 2014
OCS publishes draft I.M. with proposed Standards
Developed from Center of Excellence Draft, included an open comment period for additional input from network

Jan, 2015
OCS releases IM 138, formally establishing the CSBG Organizational Standards
includes final wording of the standards developed by the Center of Excellence

Oct, 2016
The CSBG Organizational Standards are implemented across the network.
The Center of Excellence provides ongoing support to help agencies meet and exceed the standards.
Directive C2018-07 Attachment A and B introduction:

- To validate compliance with Organizational Standards, specific documentation must be uploaded into COPOS and approved by the executive director. COPOS documentation is reviewed routinely and as part of annual monitoring. To expedite the review process and to substantiate your achievements, please identify or highlight any portion of board meeting minutes that pertain to the standard. If a document or form is not self-explanatory, please enter a note in COPOS to explain how the document supports your compliance with the standard.
Document organization in COPOS
Melanie Sheeler
ORGANIZATIONAL STANDARDS DOCUMENT MANAGEMENT

There are 3 pieces to effectively Managing OS Documentation:

1) When editing a standard, be sure to Delete all old documents before attaching new – proof of meeting that standard

2) Add documents as needed

3) Associate the document with each applicable standards

4) Archive old documents no longer associated with any standards
OS REMOVE OLD DOCUMENTS

Delete old documents: “Undo Approval” then “X” any/all old documents:

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

| Met: Yes | Date of Compliance: 1/18/2016 | Executive Director Approval: KLH | Approve | Help |

Documentation

- Community Assessment
- Backup Documentation / Data Summaries
- Community Forum Summaries
- Interview Transcripts
- Other

Add Documents:

-- Select --

Add

Documentation For This Standard:
- Community Needs Assessment 2015-2017 12.docx
- public survey 12.pdf

Manage Documents
Save
Cancel
OS ADD NEW DOCUMENTS

Go to Manage Documentation to **Upload** new Documents:

---

**Upload**

Drag Files Here

OR

Upload a new file: Choose File No file chosen

Upload

Files uploaded to COPOS must meet the following criteria:

Files must have one of the following file extensions:

- .one
- .pdf
- .xls
- .xlsx
- .xslb
- .xslm
- .doc
- .docx
- .ppt
- .pptx
- .pptm
- .pps
- .gif
- .png
- .jpg
- .jpeg

The filename may not contain the following characters:

- .
- 
- /
- \n- 
- &
- %
- #
- $

Uploaded documents can be managed below.
Within Manage Documentation, Scroll down to Manage & use scroll bar to click on document name:
After selecting the document, select a standard from the dropdown & then click Add. Add this document to any number of standards & close when finished.
When OS are no longer associate, suggest that you archive this document to remove it from your long list of documents showing under “Manage”.
<table>
<thead>
<tr>
<th>Every 5 years</th>
<th>Every 3 years</th>
<th>Every 2 years</th>
<th>Annually</th>
<th>As Needed</th>
<th>Ongoing</th>
</tr>
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<tr>
<td>4.1</td>
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<td>4.6</td>
<td>2.1</td>
<td>5.2</td>
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<td>5.4</td>
<td>4.2</td>
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<td>1.3</td>
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<td>3.1</td>
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<td>5.7</td>
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<td>3.2</td>
<td>5.8</td>
<td>6.5</td>
<td>7.6</td>
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<td>3.3</td>
<td>8.1</td>
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<td>7.8</td>
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<tr>
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<td>3.5</td>
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<tr>
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<td>8.1</td>
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<tr>
<td>7.3</td>
<td></td>
<td>8.2</td>
<td>8.12</td>
<td>5.1</td>
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<tr>
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<td>8.3</td>
<td>8.13</td>
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<td>8.11</td>
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<td></td>
<td>Reds are policy</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9.4</td>
</tr>
</tbody>
</table>
Some good news about the OS:

- The following only need to be addressed if there is a change as they are all policy 5.2, 7.6, 7.7 and 8.13. (Rarely)
- 8.12 is done only if you have indirect costs!
- 9.4 is done automatically!
- There is a total of 23 that are only done either every 2 years, every 3 years or every 5 years. That brings our total to 29 or 50%.
- There are 15 done annually, which brings the total to 44 (75%) that are done every year or less often.
- 7.8 is done when new staff are hired.
- 5.7 is done when you have a new board member.
- That leaves 9 that have to be addressed more than annually. They are 1.1, 1.3, 2.3, 2.4, 4.3, 5.1, 5.9, 7.9. (15%)
• Have a small committee responsible for oversight of the OS being up-to-date and accurate in COPOS. A recommendation is to have a person from the fiscal office, the administrative assistant and someone from HR or the office that administers HR.
OS 2.1 Please upload MOUs you have with some of your partners and a list of all your partners into COPOS.
The department’s Community Action plan and strategic plan document the continuous use of the full Result Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the department documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.

**Planning:**
CAA will use their mission statement and "Assessment" data including the CNA to guide their direction and focus their strategies to best assist low-income families and their communities. Thorough planning ensures that realistic targets are set and evaluated regularly to ensure that the overall objectives and benchmarks are met.

**Implementation:**
Services and strategies developed during the "Planning" phase are now put into use. During the "Implementation" phase, the agency uses best practices which will meet the defined objectives.

**Achievement of Results:**
Throughout the "Implementation" phase, programs and services are tracked, documented, and reported using specific measurement tools.

**Evaluation:**
Data from the "Achievement of Results" is used to evaluate outcomes and compare against the established benchmarks
Information from the "Evaluation" phase informs the agency and is useful to the "Assessment" phase and the ROMA cycle process begins again.
<table>
<thead>
<tr>
<th>ROMA Cycle</th>
<th>ROMA Implementation Checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessment</strong></td>
<td>Review/revise current MISSION statement</td>
</tr>
<tr>
<td></td>
<td>Review last community NEEDS assessment to determine priority needs</td>
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<tr>
<td></td>
<td>Ensure that needs identified are properly labeled as family, agency, and community levels</td>
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<tr>
<td></td>
<td>Evaluate the available resources in your community to address any service gaps or find collaborators</td>
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<tr>
<td></td>
<td>Evaluate current program services and determine effectiveness to meet needs (based on recent program performance).</td>
</tr>
<tr>
<td><strong>Planning</strong></td>
<td>For the top 3-5 needs identified in your most recent community needs assessment, begin to develop a logic model for each. Fill in as you complete the ROMA action items.</td>
</tr>
<tr>
<td></td>
<td>Based on needs and program evaluation, identified during the assessment process, plan your measurable OUTCOMES to be achieved to meet the needs that are linked to the 6 NPI’s.</td>
</tr>
<tr>
<td></td>
<td>Identify SERVICES and strategies to achieve outcome(s).</td>
</tr>
<tr>
<td></td>
<td>Determine OUTCOME INDICATORS</td>
</tr>
<tr>
<td></td>
<td>Determine your projected success rates for each outcome indicator.</td>
</tr>
<tr>
<td></td>
<td>Develop a system to track services and outcomes. Determine what documentation will be collected to measure each outcome, staff responsible and how often data will be collected. (MEASUREMENT TOOL, DATA PROCESSES, and FREQUENCY)</td>
</tr>
<tr>
<td></td>
<td>Create or update agency Strategic and Community Action Plans to include outcomes, strategies and data collection information.</td>
</tr>
<tr>
<td><strong>Implementation</strong></td>
<td>Implement revised Community Action Plan</td>
</tr>
<tr>
<td></td>
<td>Determine frequency to monitor implementation of plan.</td>
</tr>
<tr>
<td></td>
<td>Determine the frequency for evaluating progress and report results to board.</td>
</tr>
<tr>
<td><strong>Achievement of Results</strong></td>
<td>Measure your actual RESULTS for each outcome</td>
</tr>
<tr>
<td></td>
<td>Submit CSBG IS report data to the State Office, assuring accuracy and timeliness of submission.</td>
</tr>
<tr>
<td><strong>Evaluation</strong></td>
<td>Analyze data; compare with performance targets/projected success rates determined during the planning phase.</td>
</tr>
<tr>
<td></td>
<td>Review the demographics of the population served. Identify if they have received single services, multiple services, or bundled services. Consider the connections among people, services, and outcomes.</td>
</tr>
<tr>
<td></td>
<td>Make recommendations to the Board regarding action to be taken based on analysis.</td>
</tr>
<tr>
<td></td>
<td>Adjust performance goals as needed as evidenced by actual performance. Continue strategies that achieve desired performance goals. Revise or discontinue strategies that do not achieve desired performance.</td>
</tr>
<tr>
<td><strong>Reassessment</strong></td>
<td>Review all data from community and agency.</td>
</tr>
<tr>
<td></td>
<td>Reevaluate the community needs assessment process, make changes (if needed) to ensure that later assessments follow the ROMA framework and guidelines.</td>
</tr>
<tr>
<td><strong>Planning</strong></td>
<td>Update Community Action Plan.</td>
</tr>
</tbody>
</table>
MEMORANDUM OF UNDERSTANDING

BETWEEN

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

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

Nationally Certified ROMA Trainers

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

Functions of NCRTs

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

Statewide ROMA Participation

The Arkansas Community Action Agency (CAA) will:

- Designate at least one staff member to be an active participant on the ACAAA ROMA Committee, which will play a key role in developing common approaches to meet CSBG organizational standards in Arkansas. (Active participation is defined by 80% attendance to all called meetings)

- Commit to allowing applicable staff to participate in training and technical assistance necessary to meet organizational standards and overall compliance with CSBG law, policies and procedures.
• Utilize the services of a Nationally Certified ROMA Trainer (NCRT) to provide training and technical assistance on implementing and documenting the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle. Check one that applies:
  □ These services will be provided by the following on-staff NCRTs:

  ___________________________________________

  ___________________________________________

  - OR –

  □ ACAAA will be requested to be the primary provider or coordinator of these services.

• 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.

The Arkansas Community Action Agencies Association (ACAAA) will:

• Convene, coordinate and provide notification and follow-up for ROMA Committee meetings.
• Coordinate CAA requests for training and technical assistance with appropriate NCRT or other trainer/consultant/resource to assist with assessment, planning, implementation, and evaluation of agency programs.
• Identify and facilitate the provision of additional training and mentorship to strengthen the capacity of the Arkansas NCRT cohort.
• Track and report training, technical assistance, and other related activities engaged in or provided by Arkansas NCRTs, as well as training requested by Arkansas CAAs.

The Arkansas DHS Division of County Operations/Office of Community Services (OCS) will:

• Designate at least one staff member to be an active participant on the ACAAA ROMA Committee.
• Support ACAAA in the provision of training and technical assistance for CAAs and NCRTs that will strengthen the capacity of the CAA Network and ensure compliance with CSBG Organizational Standards, CSBG law, policies, and procedures.
• Evaluate and report progress regarding the 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.
This Memorandum of Understanding will remain in effect, unless and until modification becomes necessary. Modifications will become effective upon signature by each authorized agency representative.

__________________________  ______________________
Executive Director, Agency          Date

__________________________  ______________________
Rebecca Reynolds, Executive Director, ACAAA  Date

__________________________  ______________________
Lorie Williams, Assistant Director, DHS DCO/OCS  Date
Iowa County Community Action Commission

I have signed the Conflict of Interest Policy for the Iowa County Community Action Commission as a member of the Board of Directors.

Signature:

______________________________________

Name:

______________________________________

Date:

______________________________________

This could be an individual form or a sign in sheet.
Iowa County Community Action Commission

I have been provided with an orientation of my duties and responsibilities of being a member of the Board of Directors of the Iowa County Community Action Commission.

Signature: ______________________________________
Name: ______________________________________
Date: ______________________________________
Date joined the board: 
_____________________________________

OS 5.7
Iowa County Community Action Commission

I have been trained on my duties and responsibilities as a member of the Board of Directors of the Iowa County Community Action Commission.

Name: ________________________________
Date: ________________________________

This could be an individual form or a sign in sheet.
Iowa County Community Action Commission

I have received the employee handbook as a new employee of the Iowa County Community Action Commission.

Signature:

________________________________________________________________________

Name:

________________________________________________________________________

Date:

________________________________________________________________________

Hire Date:

________________________________________________________________________
ORGANIZATIONAL STANDARDS

Section Eight – Financial Operations and Oversight
ORGANIZATIONAL STANDARDS

• Georgia Del Freo, VP/Operations, GECAC
• Jeff Fondelier, VP/Operations, Blueprints
• Dan Leppo, Deputy Director, CAAP
• Bob Raible, ED, Warren-Forest CEOC
Organizational Standards Panel
WITH DCED CENTER FOR COMMUNITY SERVICES
How it all began...

Development launched in 2012 – OS Center of Excellence
Task Force sent draft to OCS in July 2013

Draft IM published in March 2014

IM 138 issued January 26, 2015

Implementation begun October 2016
Private CAAs

58 Standards divided into 3 Thematic Groups:

- Maximum Feasible Participation
- Vision and Direction
- Operations and Accountability
Public CAAs

- Originally, 58 Standards divided into the same 3 Thematic Groups.

- Eight have since been recognized as beyond authority of departments: 5.3, 7.1, 8.5, 8.6, 8.8, 8.10, 8.11, 8.12
Why?

- Directed to comply by OCS.
- Accountability – these are minimum standards
Expectations

- National goals are that each state will have ALL agencies meeting at least 70% of the standards in Year Three (where we are).

- All states will have year-to-year improvement.
https://communityactionpartnership.com/organizational-standards/
## Tracking Your Compliance

<table>
<thead>
<tr>
<th>CSBG Organizational Standards</th>
<th>2019 efforts needed to remain in compliance</th>
<th>PLAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan-19</td>
<td><strong>DONE</strong></td>
<td><strong>DONE</strong></td>
</tr>
<tr>
<td>Feb-19</td>
<td><strong>DONE</strong></td>
<td><strong>DONE</strong></td>
</tr>
<tr>
<td>Mar-19</td>
<td><strong>DONE</strong></td>
<td><strong>Provide 990 to board at March meeting; Jeff to upload to COPOS</strong></td>
</tr>
<tr>
<td>Apr-19</td>
<td><strong>DONE</strong></td>
<td><strong>Done at Personnel in Feb/March [2] - approved at Executive Committee meeting in April</strong></td>
</tr>
<tr>
<td>Aug-19</td>
<td><strong>DONE</strong></td>
<td></td>
</tr>
<tr>
<td>Month</td>
<td>DB/Joe/Jeff</td>
<td>DB/Jeff</td>
</tr>
<tr>
<td>-------</td>
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</tr>
<tr>
<td>Jan-19</td>
<td>DB approve 8.1; 8.2; 8.3; 8.4</td>
<td></td>
</tr>
<tr>
<td>Feb-19</td>
<td>Jeff</td>
<td>9.4 - CSBG IS Survey submitted in COPOS</td>
</tr>
<tr>
<td>Mar-19</td>
<td>DB/Joe/Jeff</td>
<td>DB/Jeff</td>
</tr>
<tr>
<td></td>
<td>8.6 - 990 completed &amp; made available to the board</td>
<td>9.3 - analysis of agency outcomes presented to board</td>
</tr>
<tr>
<td>Apr-19</td>
<td>DR/Trenna</td>
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<td>7.4 - CEO evaluation</td>
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<td>7.5 - CEO compensation reviewed by the board</td>
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<tr>
<td>Aug-19</td>
<td>Joe</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8.9 - board approves agency-wide budget</td>
<td></td>
</tr>
</tbody>
</table>
2019 CAAP/DCED COMMUNITY ACTION ACTION SYMPOSIUM