Agenda

• Introductions and agenda review
  – Who you are, where you’re from, and what you do

• Working with the Organizational Standards in public agencies
  – What are your questions/challenges?
  – What are issues/challenges unique to public agencies?
  – How can or do public agencies address these issues/challenges

• Overview of Partnership and other resources
CSBG Organizational Standards

Organized into three thematic groups

**Maximum Feasible Participation**
- Consumer input and involvement
- Community engagement
- Community assessment

**Vision and Direction**
- Organizational leadership
- Board governance
- Strategic planning

**Operations and Accountability**
- Human resource management
- Financial operations and oversight
- Data and analysis
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 to track and manage documents
• Use a team-based approach to build organizational capacity
• Choose one or two categories a year to conduct deeper evaluations
• Benchmark your performance across all the standards
  – Make recommendations
Tips for Assessing the Organizational Standards

• Document your process
• Use the assessment to leverage resources from technical assistance to funding
Challenges of Implementing the Standards in Public Agencies

• Where does the CAA stop and the rest of the public agency begin?
• Lack of agency in processes (e.g. strategic planning) and systems (e.g. MIS)
• Lack of local government processes and systems
• How to account for contractors/grantees
• Weak/limited tripartite boards/advisory bodies
• ???
Category One: Consumer Input and Involvement

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

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

• **Standard 1.3** • The department has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the tripartite board/advisory body, which may be met through broader local government processes.
Standard 1.1

The department demonstrates low-income individuals’ participation in its activities

• *The department’s contractors/grantees do not encourage and/or track participation of low-income individuals in their activities*
Standard 1.2

The department analyzes information collected directly from low income individuals as part of the community assessment

• *The department relies on a broader local government assessment that does collect information directly from low income individuals*
Standard 1.3

The department has a systematic approach for collecting, analyzing, and reporting customer satisfaction data to the tripartite board/advisory body, which may be met through broader local government processes

- The local government does not collect customer satisfaction data or does not do so systematically
- Customer satisfaction data is collected by another unit of local government
- Contractors/grantees lack the capacity or do not collect customer satisfaction data
Category Two: Community Engagement

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

- **Standard 2.2** • The department 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 department communicates its activities and its results to the community.

- **Standard 2.4** • The department documents the number of volunteers and hours mobilized in support of its activities.
Standard 2.2

The department 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.

- The department relies on a broader local government assessment that does not (or only partially) gather information from other sectors.
Standard 2.4

The department documents the number of volunteers and hours mobilized in support of its activities

- The department’s contractors/grantees do not track the number of volunteers and/or hours mobilized
Category Three: Community Engagement

• **Standard 3.1** • The department conducted or was engaged in a community assessment and issued a report within the past 3 years, if no other report exists.

• **Standard 3.2** • As part of the community assessment, the department 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 department 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 tripartite board/advisory body formally accepts the completed community assessment.
Category Three

The department relies on a local government assessment process that...

• *Is episodic or conducted less frequently than every three years*;

• *Does not collect data specific to poverty and/or demographic data related to poverty*;

• *Does not collect qualitative data*;

• *Does not include key findings on the causes and conditions of poverty*
Category Four: Organizational Leadership

- **Standard 4.1** • The tripartite board/advisory body has reviewed the department’s mission statement within the past 5 years and assured that: 1. The mission addresses poverty; and 2. The CSBG programs and services are in alignment with the mission.

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

- **Standard 4.3** • The department’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 department documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.
Category Four: Organizational Leadership

• Standard 4.4 • The tripartite board/advisory body receives an annual update on the success of specific strategies included in the Community Action plan.

• Standard 4.5 • The department adheres to its local government’s policies and procedures around interim appointments and processes for filling a permanent vacancy.

• Standard 4.6 • The department complies with its local government’s risk assessment policies and procedures.
Standard 4.1

The tripartite board/advisory body has reviewed the department’s mission statement within the past 5 years and assured that: 1. The mission addresses poverty; and 2. The CSBG programs and services are in alignment with the mission.

- The department uses the mission statement of a larger unit of local government that does not address poverty.
Standard 4.3

The department’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).

- The department relies on the strategic plan of its overall unit of government that does not use ROMA or comparable system.
Standard 4.6

The department complies with its local government’s risk assessment policies and procedures.

- *The local government does not have a risk assessment policy or procedure*
Category Five: Board Governance

• Standard 5.1 • The department’s tripartite board/advisory body is structured in compliance with the CSBG Act, by either: 1. Selecting the board members as follows: • At least one third are democratically-selected representatives of the low-income community; • One-third are local elected officials (or their representatives); and • The remaining members are from major groups and interests in the community; or 2. Selecting the board through another mechanism specified by the State to assure decision-making and participation by low-income individuals in the development, planning, implementation, and evaluation of programs.

• Standard 5.2 • The department’s tripartite board/advisory body either has: 1. 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, or 2. Another mechanism specified by the State to assure decision making and participation by low-income individuals in the development, planning, implementation, and evaluation of programs.

— Please note under IM 82 for Public Entities the law also requires that a minimum of 1/3 of tripartite board membership be comprised of representatives of low-income individuals and families who reside in areas served.
Category Five: Board Governance

- **Standard 5.3** • **Not applicable:** Review of bylaws by an attorney is outside of the purview of the department and the tripartite board/advisory body, therefore this standard does not apply to public entities.

- **Standard 5.4** • The department documents that each tripartite board/advisory body member has received a copy of the governing documents, within the past 2 years.

- **Standard 5.5** • The department’s tripartite board/advisory body meets in accordance with the frequency and quorum requirements and fills board vacancies as set out in its governing documents.
Category Five: Board Governance

- **Standard 5.6** • Each tripartite board/advisory body member has signed a conflict of interest policy, or comparable local government document, within the past 2 years.
- **Standard 5.7** • The department has a process to provide a structured orientation for tripartite board/advisory body members within 6 months of being seated.
- **Standard 5.8** • Tripartite board/advisory body members have been provided with training on their duties and responsibilities within the past 2 years.
- **Standard 5.9** • The department’s tripartite board/advisory body receives programmatic reports at each regular board/advisory meeting.
Standard 5.5

The department’s tripartite board/advisory body meets in accordance with the frequency and quorum requirements and fills board vacancies as set out in its governing documents

• The department’s tripartite board/advisory body meets infrequently (e.g. once or twice a year)
Category Six: Strategic Planning

- **Standard 6.1** • The department has a strategic plan, or comparable planning document, in place that has been reviewed and accepted by the tripartite board/advisory body within the past 5 years. If the department does not have a plan, the tripartite board/advisory body will develop the plan.

- **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.

- **Standard 6.3** • The approved strategic plan, or comparable planning document, contains family, agency, and/or community goals.
Category Six: Strategic Planning

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

• **Standard 6.5** • The tripartite board/advisory body has received an update(s) on progress meeting the goals of the strategic plan/comparable planning document within the past 12 months.
Category Six

The department relies on the strategic plan of its parent agency that:

• *Does not exist*

• *Does not address one or more of the three outcomes in Standard 6.2*

• *Does not address one or more of the three goals in Standard 6.3*

• *Cannot include customer satisfaction data because it is not collected as part of the parent agency’s community assessment*
Category Seven: Human Resource Management

• **Standard 7.1 • Not applicable:** Local governmental personnel policies are outside of the purview of the department and the tripartite board/advisory body, therefore this standard does not apply to public entities.

• **Standard 7.2 •** The department follows local governmental policies in making available the employee handbook (or personnel policies in cases without a handbook) to all staff and in notifying staff of any changes.

• **Standard 7.3 •** The department has written job descriptions for all positions. Updates may be outside of the purview of the department.

• **Standard 7.4 •** The department follows local government procedures for performance appraisal of the department head.
Category Seven: Human Resource Management

- **Standard 7.5** • The compensation of the department head is made available according to local government procedure.
- **Standard 7.6** • The department follows local governmental policies for regular written evaluation of employees by their supervisors.
- **Standard 7.7** • The department provides a copy of any existing local government whistleblower policy to members of the tripartite board/advisory body at the time of orientation.
- **Standard 7.8** • The department follows local governmental policies for new employee orientation.
- **Standard 7.9** • The department conducts or makes available staff development/training (including ROMA training) on an ongoing basis.
Standard 7.7

The department provides a copy of any existing local government whistleblower policy to members of the tripartite board/advisory body at the time of orientation

• The local government does not have a whistleblower policy
Standard 7.9

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

• The local government does not provide ROMA training and/or does not provide ongoing training
Category Eight: Financial Operations and Oversight

- **Standard 8.1** • The department’s annual audit is completed through the local governmental process in accordance with Title 2 of the Code of Federal Regulations, Uniform Administrative Requirements, Cost Principles, and Audit Requirement (if applicable) and/or State audit threshold requirements. This may be included in the municipal entity’s full audit.

- **Standard 8.2** • The department follows local government procedures in addressing any audit findings related to CSBG funding.

- **Standard 8.3** • The department’s tripartite board/advisory body is notified of the availability of the local government audit.

- **Standard 8.4** • The department’s tripartite board/advisory body is notified of any findings related to CSBG funding.
Category Eight: Financial Operations and Oversight

• Standard 8.5 • **Not applicable:** The audit bid process is outside of the purview of tripartite board/advisory body therefore this standard does not apply to public entities.

• Standard 8.6 • **Not applicable:** The Federal tax reporting process for local governments is outside of the purview of tripartite board/advisory body therefore this standard does not apply to public entities.

• Standard 8.7 • The tripartite board/advisory body receives financial reports at each regular meeting, for those program(s) the body advises, as allowed by local government procedure.

• Standard 8.8 • **Not applicable:** The payroll withholding process for local governments is outside of the purview of the department, therefore this standard does not apply to public entities.
Category Eight: Financial Operations and Oversight

- **Standard 8.9** • The tripartite board/advisory body has input as allowed by local governmental procedure into the CSBG budget process.
- **Standard 8.10** • **Not applicable:** The fiscal policies for local governments are outside of the purview of the department and the tripartite board/advisory body, therefore this standard does not apply to public entities.
- **Standard 8.11** • **Not applicable:** Local governmental procurement policies are outside of the purview of the department and the tripartite board/advisory body, therefore this standard does not apply to public entities.
- **Standard 8.12** • **Not applicable:** A written cost allocation plan is outside of the purview of the department and the tripartite board/advisory body, therefore this standard does not apply to public entities.
- **Standard 8.13** • The department follows local governmental policies for document retention and destruction.
Standard 8.9

The tripartite board/advisory body has input as allowed by local governmental procedure into the CSBG budget process

• *The tripartite board board/advisory body does not provide input*
Category Nine: Data and Analysis

- **Standard 9.1** • The department has a system or systems in place to track and report client demographics and services customers receive.
- **Standard 9.2** • The department has a system or systems in place to track family, agency, and/or community outcomes.
- **Standard 9.3** • The department has presented to the tripartite board/advisory body 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 department submits its annual CSBG Information Survey data report and it reflects client demographics and organization-wide outcomes.
The department has a system or systems in place to track and report client demographics and services customers receive

- The department’s parent agency tracks client demographics for some but not all programs and/or services
- The department’s contractors/grantees do not track or only partially track demographic and customer data
Standard 9.2

The department has a system or systems in place to track family, agency, and/or community outcomes

• The department’s parent agency does not track or only partially tracks outcomes

• The department’s contractors/grantees do not track or only partially track outcomes
UPDATED PARTNERSHIP RESOURCES
CAP Resources

- **Fighting Poverty**
  The US Census Bureau estimates that 16% of the population lives in poverty. We work to end poverty across the country.

- **Community Action Network**
  We have over a thousand agencies in local communities, as well as state associations and national partners.

- **Tools and Resources**
  Find all of our Training and Technical Assistance webinars, toolkits, useful information and other resources.
CAP Resources: Online Tools
Click Here to Access

This Hub acts as your entry into an online tool with multiple features that allow for the efficient use of data and mapping as part of a larger Community Needs Assessment process. Here, you can measure and visually represent the fundamental drivers of poverty in your community through an array of census data sets, a report.
https://cap.engagementnetwork.org/
### Population in Poverty by Gender

<table>
<thead>
<tr>
<th>Report Area</th>
<th>Total Male</th>
<th>Total Female</th>
<th>Percent Male</th>
<th>Percent Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salt Lake County, UT</td>
<td>58,805</td>
<td>69,835</td>
<td>10.52%</td>
<td>12.21%</td>
</tr>
<tr>
<td>Utah</td>
<td>157,382</td>
<td>161,426</td>
<td>10.82%</td>
<td>12.54%</td>
</tr>
<tr>
<td>United States</td>
<td>21,012,833</td>
<td>25,915,306</td>
<td>13.02%</td>
<td>16.34%</td>
</tr>
</tbody>
</table>

Note: This indicator is compared to the state average.


Population Below the Poverty Level, Percent by Tract, ACS 2012-16:

- Over 20.0%
- 15.1 - 20.0%
- 10.1 - 15.0%
- Under 10.1%
- No Data or Data Suppressed
- Salt Lake County, UT
NASCSP Tools

National Association for State Community Services Programs

A Community Action Guide to Comprehensive Community Needs Assessments

www.nascsp.org
Risk Management Portal


Nonprofit Risk Management Center
Find the answer here | nonprofitrisk.org

Click Here to Access
Welcome to the Risk Management Portal for Community Action!
This website offers tools and resources to help your agency strengthen risk management. These resources on this site were developed through a partnership between CAP and the Nonprofit Risk Management Center.
http://portal.nonprofitrisk.org/cap/
Risk-Related Policies
Let's Get Started!

Now that you have logged in, it’s time to begin the Risk Assessment for your organization. Here are the steps:

1. Click the “Assessment” tab at the top of the screen.

2. Work through the modules by answering the sequential questions.

3. As you complete a module you will be prompted to continue with the next module, or you can review your answers or view a draft report with feedback based on completed modules.

4. Take a break any time, and log back in when it’s convenient. All of your answers will be saved and you’ll be able to “pick up where you left off” when you return.
CAP Resources: Publications and Toolkits
T/A Guides Toolkits and Webinars for Each of the Nine Categories

• Additional Guidance
  – Definition
  – Compliance
  – Document

• Beyond Compliance

• Resources

• Assessment Scales
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 CAA boards 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 assure 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 reselection by the community. Being current should be based on the recent or annual demographics changes 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

Documentation 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 toward excellence. In addition, incorporating advisory committees that engage low-income residents can also bring 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.


Assessment Scales

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

<table>
<thead>
<tr>
<th>Standard 5.1</th>
<th>Unacceptable</th>
<th>Unsatisfactory</th>
<th>Satisfactory</th>
<th>Advancing</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<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></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standard 5.2</th>
<th>Unacceptable</th>
<th>Unsatisfactory</th>
<th>Satisfactory</th>
<th>Advancing</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>We do not have a written democratic selection process but the board is seated with 1/3 being representatives of the low income community.</td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standard 5.3</th>
<th>Unacceptable</th>
<th>Unsatisfactory</th>
<th>Satisfactory</th>
<th>Advancing</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>It has been more than 10 years since our bylaws were reviewed by an attorney, or never reviewed by an attorney.</td>
<td>Our bylaws have been reviewed by an attorney between 3-10 years ago.</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
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
Boards of Directors/Advisory Boards

• Handouts
• Videos

Community Action Agency Boards of Directors and the CSBG Organizational Standards

The Boards of Directors play 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.
Community Action Partnership
YouTube Channel-Board Videos

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 byysta... 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
Calendar of Required Actions

- Annually
- Every 2 Years
- Every 3 Years
- Every 5 Years
- Documentation
Standard 4.3 Document Use of Certified ROMA Trainer

- **Intent:** Nationally Certified ROMA Trainer
- **Use of “Equivalent” intended for States that have selected a performance management system other than ROMA**
A Certified ROMA Trainer 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, this is not meant to be burdensome, but a brief narrative describing the type of interaction with the Certified ROMA Trainer.

<table>
<thead>
<tr>
<th>Name of Certified ROMA Trainer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationship of Trainer to CAA (On staff, consultant, State Association, Other)</td>
</tr>
<tr>
<td>Type of Interaction (in person or by phone/web meeting)</td>
</tr>
<tr>
<td>Date(s) of Interaction</td>
</tr>
<tr>
<td>Brief Description of Interaction</td>
</tr>
</tbody>
</table>

This Standard is intended to demonstrate the Eligible Entity’s use of the ROMA Cycle in its work. The documentation for this integration can be found in its Community Assessment and Strategic Plan. It is not intended to be a complex or burdensome description of use, but an affirmation that the agency engaged in thoughtful assessment of needs, planning to meet those needs, implementation of programs and services designed to meet those needs, collection of data, and an analysis of this data.

Please provide a brief narrative describing your agency’s use of each step of the ROMA Cycle using elements of your Community Assessment and/or Strategic Plan to do so.
Capacity Building Resources for ROMA Trainers and Implementers

Creating a Local Theory of Change | Understanding Community Level Work | Setting the Stage for Data Collection | Introduction to Analysis and Use of Data | Implementing the Full ROMA Cycle

Videos | Workshops | Facilitator Guides | Resources

www.communityactionpartnership.com
> Tools/Resources > ROMA
Strategic Planning Guide
A Community Action Model for Strategic Planning

COMMUNITY ACTION STRATEGIC PLANNING PROCESS

PREPARATION
- Define process parameters
- Establish planning committee
- Orient committee to process
- Develop timeline & work plan

ASSESSMENT
- Conduct an assessment
- Review assessment with committee
- (Re)define mission, values & vision

PLANNING
- Determine priorities
- Define goals/outcomes
- Develop indicators/objectives
- Draft plan document

IMPLEMENTATION
- Evaluate resources
- Prioritize plan objectives
- Create annual operating plan
- Develop monitoring & reporting plan

ACHIEVEMENT
- Execute operating plan
- Monitor & measure progress
- Report progress to board

EVALUATION
- Reconvene annually to review progress
- Update plan as necessary
- Revisit last 3 phases annually for plan duration
Community Action Partnership Tools

Batter Up! Building Your Leadership Bench

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

www.communityactionpartnership.com

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

www.csbgtta.org

- Resource Bank
Leadership Development Cycle

Batter Up! Building Your Leadership Bench
Make Commitment to Leadership Continuity

Evaluate Individuals and the Program
Identify & Develop Individual Talent
Assess the Present Work and People Needs
Assess the Future Work and People Needs
Establish a Succession Planning Program
• **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
CAP Resources: Webinars

Webinars
Click here to access all Community Action Partnership facilitated webinars across our various training & technical assistance focus areas.

Publications and Toolkits
Click here to access all Community Action Partnership's publications, toolkits, and resources across our various training & technical assistance focus areas.

Online Tools
Click here to access our collection of web-based tools, trainings, and materials needed to Community Action Partnership’s various training & technical assistance focus areas.

Resources By Topic
Click here to access Community Action Partnership’s full resources catalog from a complete list of each of our training & technical assistance focus areas.

External Resources
Click here to access resources from our national partners and other recognized experts in Community Action Partnership’s training & technical assistance focus areas.

View All
Click here to access our complete resource library, featuring our most recent resources first. Customize your search to your specific training need using the wide range.
Organizational Standards Related Webinars

• Nine webinar series on the Organizational Standards

• Four webinar series on both Community Needs Assessments and Strategic Planning

• Two webinar series on Succession Planning

• Peer-to-Peer series on scorecards, data collection and Head Start integration
CSBG T/TA Resource Center

- www.csbgtta.org
- Many more toolkits, webinars, and print resources
- Consultant Bank
- Training Calendar
- Discussion Forum
- Shared Calendar
CAPLAW Tools and Resources

- CAA Leader’s Legal Guide
- Dynamic Duo: Guide to Enhancing the Board and Executive Director Partnership
- Tools for Top Notch CAAs: A Practical Approach to Governance and Fiscal Excellence
- Exemplary Legal Practices and Policies
New Tool from CAPLAW

IV. EXECUTIVE DIRECTOR AND BOARD CHAIR RELATIONSHIP

The board chair and executive director work closely together to ensure that all board members and senior management are receiving the information they need to execute their respective responsibilities.

A. Establishing the Roles and Responsibilities

The responsibilities of the board chair often include:

- Working with the executive director (and executive committees, if applicable) to establish the agenda for the board meetings;
- Acting as the liaison between the executive director and the full board;
- Serving as the spokesperson for the full board (if so authorized by the board);
- Convening and conducting regular board meetings and ensuring a quorum is established;
- Moderating and facilitating board discussions to encourage varying points of view; and
- Helping to organize and lead new member orientations (with the executive director and governance committee).

The specific positions, titles, and duties of an organization’s officers, including the board chair, should be set forth in the CAA's bylaws. For nonprofit CAAUs, the majority of state nonprofit corporate laws require officers of a nonprofit board to include a president, secretary, and treasurer, in addition to any other position that the board may wish to designate. A board president is often referred to by a CAA as the board chair. If state nonprofit corporate laws require a president, but a CAA has a board chair, the CAA should specify in its bylaws that the board chair serves as the president for purposes of the state’s corporate laws. The board chair, along with the other officers, is elected by the board. Officers typically serve for an annual term but the bylaws may specify a longer term. For public CAAUs, a local ordinance, if one exists, that establishes the authority of the tripartite board and its bylaws will govern the designation and selection of officers of the board.

B. Cultivating a Partnership

The chair may work with the executive director to help him/her navigate and achieve the goals and objectives established for the executive director by the full board or a board committee. The chair often serves as a sounding board for the concerns of the executive director. When the executive director is under stress or experiencing some difficulty in communicating with board members,
Additional New CAPLAW Tool
CAPLAW TOOLS

Tools for Top-Notch CAAs: A Practical Approach to Governance and Financial Excellence

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