

BUILDING RESILIENCE

*The Promise & Practice of
Community Action*

Organizational Standards 2.0: Beyond Compliance

Jarle Crocker, Director of Training and Technical
Assistance

Community Action Partnership

Agenda

- What do you want to know about the organizational standards?
- What's coming up with the standards?
- Partnership resources and strategies for going “beyond compliance”
- What resources do you need?

New Organizational Standards COE

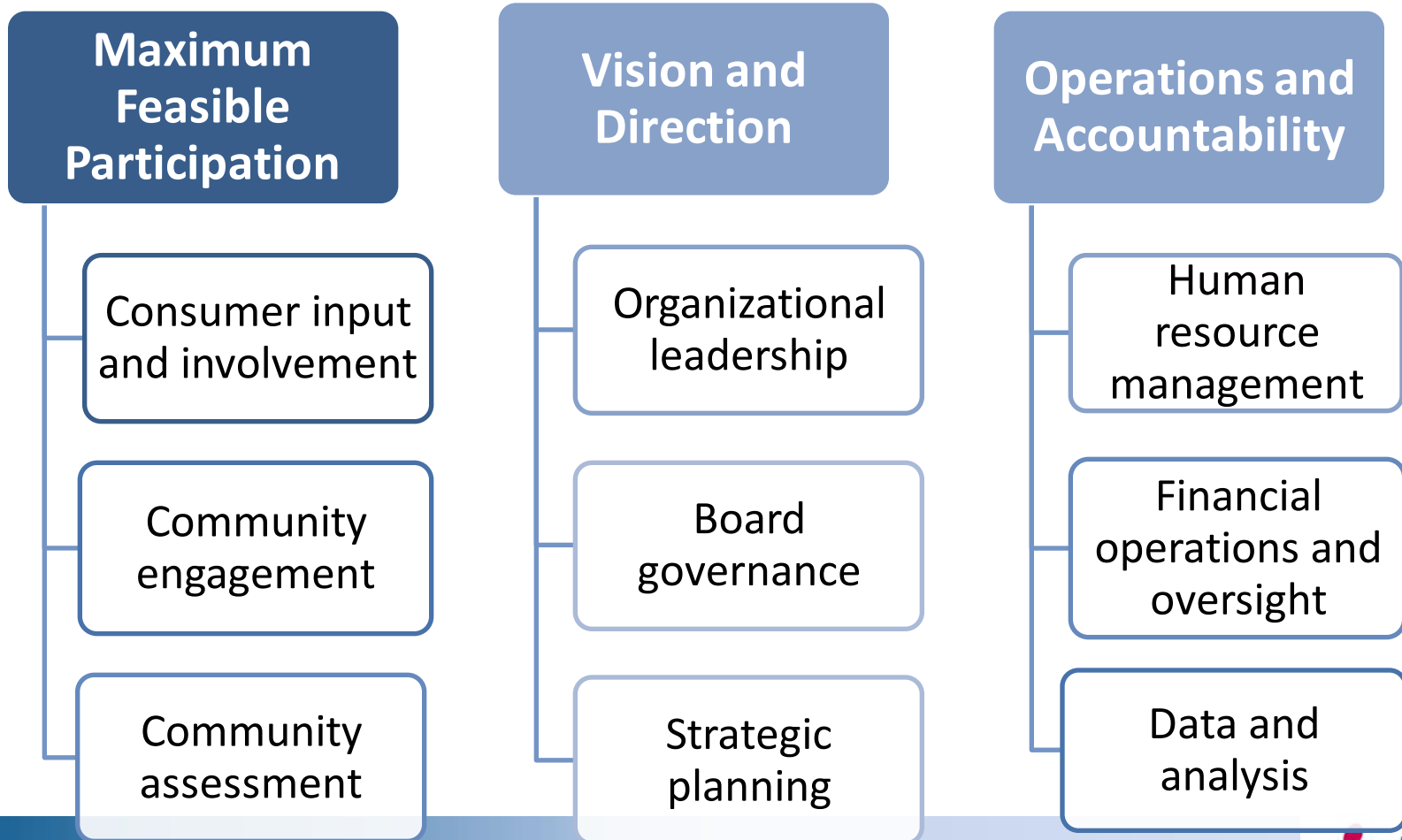
“Through this new cooperative agreement, OCS will implement the next phase of the Organizational Standards COE to ensure that all State CSBG Lead Agencies and local CSBG-eligible entities are able to meet high-quality **organizational standards, State Accountability Measures, and other CSBG Performance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

New Organizational Standards COE

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

CSBG Organizational Standards

Organized into three thematic groups



Tips for Assessing the Organizational Standards

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

Tips for Assessing the Organizational Standards

- Use a central filing system (e.g. iPad or filing cabinet) to track and manage documents
- 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
 - Keep score
 - Make recommendations

Tips for Assessing the Organizational Standards

- Document your process
- Use the assessment to leverage resources from technical assistance to funding

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Serving our network of over 1000 Community Action Agencies across America in the fight to eliminate poverty ...

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THE NATIONAL ASSOCIATION | WASHINGTON, DC



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community Action

PARTNERSHIP

AMERICA'S POVERTY FIGHTING NETWORK

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quicklinks

- Partnership Membership Form
- Updates on CSBG Organizational Standards and ROMA Next Generation
- Annual Convention
- Certified Community Action Professional (CCAP)
- Subscribe to the eNews
- Community Action Code of Ethics
- New Reality Initiative
- Community Economic Development Website
- Managing My Money Financial Literacy Website
- 2015 Community Action Partnership Fact Sheet

The Partnership has moved!
Our new address is 1020 19th Street, NW, Washington, DC 20036.
We ask your patience as we transition to the new space.
Our email and phones may be impacted as we get settled. Thank you!

National Community Action Month 2016 Toolkit is Here!

Community Action Month

• May 2016 •

#BeCommunityAction

[Click here](#) to download the toolkit
[Click here](#) for complete information.

NATIONAL TRAINING CENTER

RESOURCES

LEARNING COMMUNITIES RESOURCE CENTER

THE PROMISE OF COMMUNITY ACTION

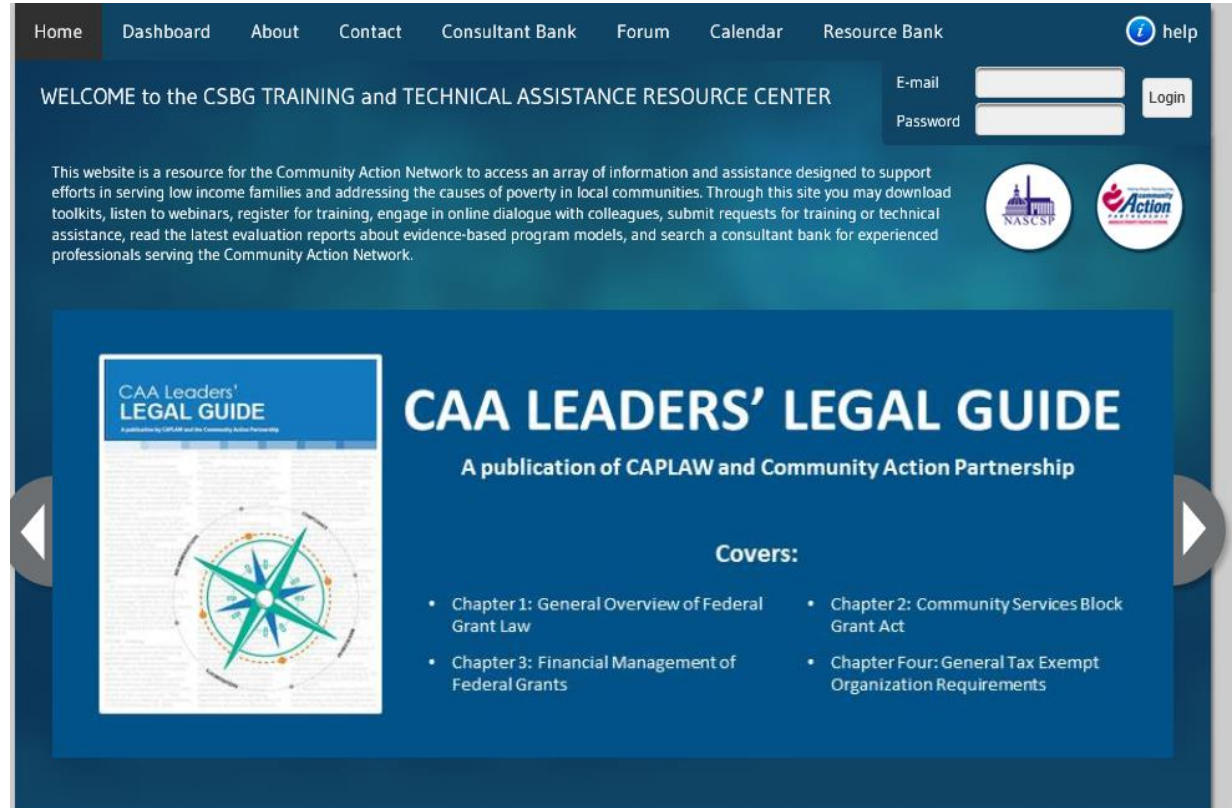
Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.



National Training
Center

CSBG T/TA Resource Center

- www.csbgтта.org
- *Many more toolkits, webinars, and print resources*
- Consultant Bank
- Training Calendar
- Discussion Forum
- Shared Calendar



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 CAAs need to have written procedures for how this is done in their local organization. It is important to note that the Act states democratically *selected*, not elected. Once a potential board member is selected, that individual will still need to be elected and seated to the board following the CAA's bylaws and board policies.

According to IM 82 "the implicit intent of this requirement is to insure that those who currently live in areas served by the agency are represented so that they have a strong voice in agency governance and direction and are able to convey to those they represent the presence and significance of community action in their lives." All CAA board members have an equal voice and vote in agency governance.

IM 82 continues, "Every effort should be made by eligible entities to assure that board members representing low-income individuals and families:

- Have been selected on the *basis of some form of democratic procedure* either directly through election, public forum, or, if not possible, through a similar democratic process such as election to a position of responsibility in another significant service or community organization such as a school PTA, a faith-based organization leadership group; or an advisory board/governing council to another low-income service provider;
- Are *truly representative of current residents* of the geographic area to be served, including racial and ethnic composition, as determined by periodic selection or 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:

Toolkit Sections



Source: CAPLAW's Tools for Top-Notch CAAs

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.

CAPLAW. *Tools for Top-Notch CAAs: A Practical Approach to Governance and Financial Excellence*. (2011). <http://caplaw.org/resources/PublicationDocuments/TopNotchToolkit.html>

Information Memorandum (IM) 82. *Tripartite Boards*. Issued March 23, 2005
<http://www.acf.hhs.gov/programs/ocs/resource/im-no-82-tripartite-boards>

Assessment Scales

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

	Documentation Used	Unacceptable	Unsatisfactory	Satisfactory	Advancing	Outstanding	Action to be Taken	Individual(s) Responsible	Target Date(s)
Standard 5.1 The organization's governing board is structured in compliance with the CSBG Act: 1. At least one third democratically-selected representatives of the low-income community; 2. One-third local elected officials (or their representatives) and; 3. The remaining membership from major groups and interests in the community.	•								
Standard 5.2 The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.	•								
Standard 5.3 The organization's bylaws have been reviewed by an attorney within the past 5 years.	•								

	Unacceptable	Unsatisfactory	SATISFACTORY	Advancing	Outstanding
Standard 5.1	Our bylaws do not reference the tripartite structure.	Our bylaws reference the tri-partite structure but the board does not reflect this.	The organization's governing board is structured in compliance with the CSBG Act: 1. At least one third democratically-selected representatives of the low-income community; 2. One-third local elected officials (or their representatives) and; 3. The remaining membership from major groups and interests in the community.	Our low income board seats are filled with people living in low-income communities, standing committees that have the power to act on behalf of the board (such as the executive committee) have a tripartite structure.	Our board and each standing committee reflect the tripartite nature of the board structure.
Standard 5.2	We do not have a written democratic selection process and the board does not have 1/3 of its membership coming from the low income community	We do not have a written democratic selection process but the board is seated with 1/3 being representatives of the low income community.	The organization's governing board has written procedures that document a democratic selection process for low-income board members adequate to assure that they are representative of the low-income community.	Our written procedure for selection is followed and reviewed by the board (or appropriate committee) every five years to assess its success and modified as needed.	Our written procedures are reviewed prior to each board election cycle to ensure that the process is inclusive and is reaching the intended low-income community.
Standard 5.3	It has been more than 10 years since our bylaws were reviewed by an attorney, or never reviewed by an attorney.	Our bylaws have been reviewed by an attorney in between 5-10 years ago.	The organization's bylaws have been reviewed by an attorney within the past 5 years.	Our bylaws have been reviewed by an outside attorney familiar with the state's nonprofit law within the past 5 years.	Our bylaws have been reviewed by an outside attorney familiar with the state's nonprofit law within the past 3 years.

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

Tools to Help Assess

Glossary of Terms

This glossary is provided as guidance by the Organizational Standards Center of Excellence (OSCOE). It is intended to provide some clarity as to the intent of the CSBG Working Group in the development of the Standards. Please note that this is not official guidance and CAAs and State CSBG Offices are encouraged to work together to come to agreement on definitions and to refer to the CSBG Act and Office of Community Services' Information Memoranda when needed.



This publication was created by the National Association of Community Action Agencies – Community Action Partnership, in the performance of the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Community Services Grant Numbers 90ET0434 and 90ET0445. Any opinion, findings, and conclusions, or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Health and Human Services, Administration for Children and Families



Boards of Directors/Advisory Boards

- Handouts
- Videos



Community Action Agency Boards of Directors and the CSBG Organizational Standards

The Boards of Directors plays a unique and important role in the life of a Community Action Agency. While staff members transition, founding directors retire, and programs change, the board offers consistency in purpose, intent, and responsibility. The governing board acts as a body, not as individuals, and its members are bound by the Duties of Care, Loyalty, and Obedience, bearing legal liability for their individual actions as well as those of the corporation.

Community Action Partnership YouTube Channel-Board Videos

e.com/playlist?list=PLMVDY93 Community Action Partnership COE-developed CSBG Orga... x

Search Upload Sign in






Community Action Partnership Videos Playlists Channels Discussion About

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

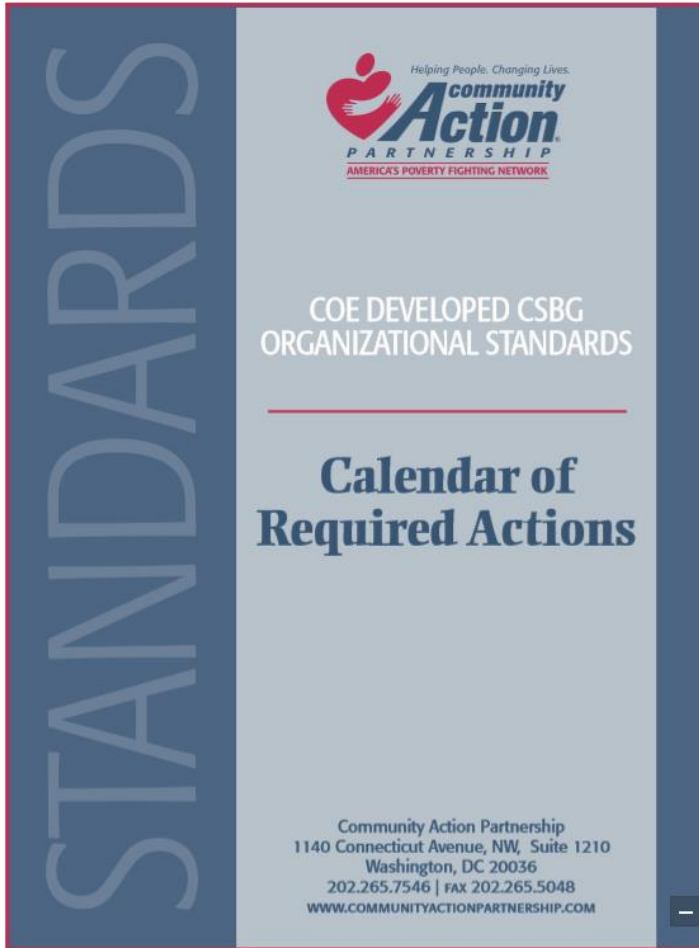
by Community Action Partnership • 10 videos • Updated yesterday

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

Play all Share Save

-  **Standards for Boards Introduction**
by Community Action Partnership 11:36
-  **Standards for Boards - Consumer Input and Involvement**
by Community Action Partnership 3:56
-  **Standards for Boards - Community Engagement**
by Community Action Partnership 7:04
-  **Standards for Boards - Community Assessment**
by Community Action Partnership 6:26
-  **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

Every 2 Years

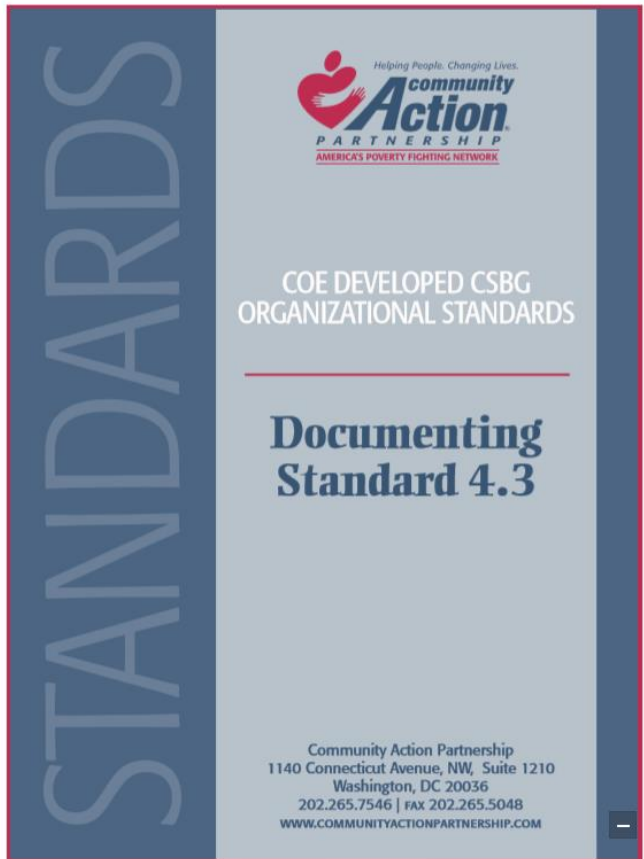
- ☐ 4.6 An organization-wide, comprehensive risk assessment has been completed within the past 2 years and reported to the governing board.
- ☐ 5.4 The organization documents that each governing board member has received a copy of the bylaws within the past 2 years.
- ☐ 5.6 Each governing board member has signed a conflict of interest policy within the past 2 years.
- ☐ 5.8 Governing board members have been provided with training on their duties and responsibilities within the past 2 years.
- ☐ 8.10 The fiscal policies have been reviewed by staff within the past 2 years, updated as necessary, with changes approved by the governing board.

Every 3 Years

- ☐ 1.2 The organization analyzes information collected directly from low-income individuals as part of the community assessment.
- ☐ 2.2 The organization utilizes information gathered from key sectors of the community in assessing needs and resources, during the community assessment process or other times. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.
- ☐ 3.1 The organization conducted a community assessment and issued a report within the past 3 years.
- ☐ 3.2 As part of the community assessment, the organization collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).
- ☐ 3.3 The organization collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the community assessment.
- ☐ 3.4 The community assessment includes key findings on the causes and conditions of poverty and the needs of the communities assessed.
- ☐ 3.5 The governing board formally accepts the completed community assessment.

Tracking What Gets Done When

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

Documenting Standard 4.3

Form Documenting Standard 4.3

Standard 4.3: The organization's Community Action plan and strategic plan document the continuous use of the full Results Oriented Management and Accountability (ROMA) cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.

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.

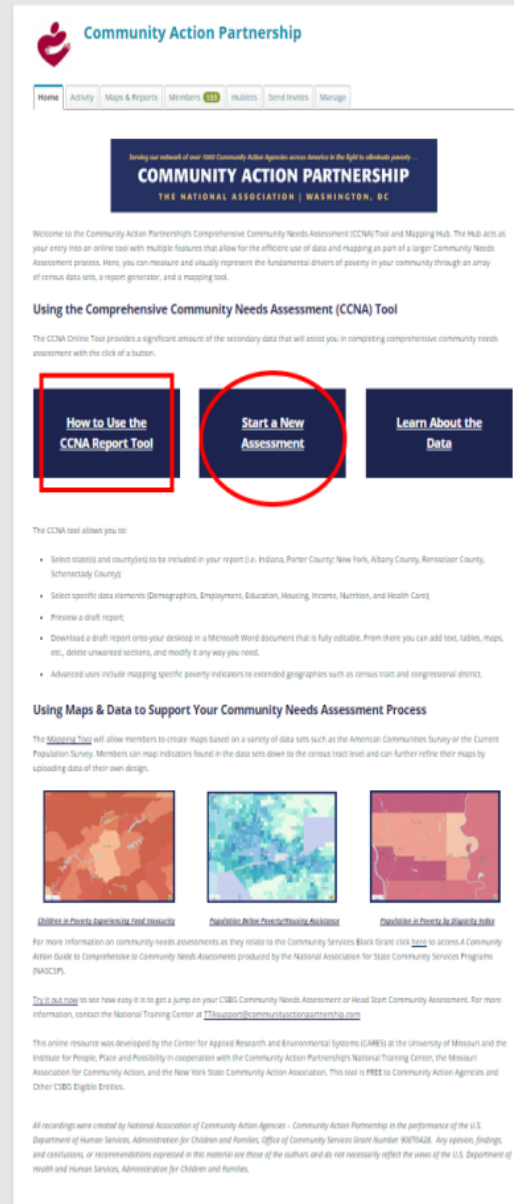
	Community Assessment	Strategic Plan
Assessment		
Planning		
Implementation		
Achievement of		

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.

Name of Certified ROMA Trainer	
Relationship of Trainer to CAA (On staff, consultant, State Association, Other)	
Type of Interaction (in person or by phone/web meeting)	
Date(s) of Interaction	
Brief Description of Interaction	

Partnership Tools – Needs Assessment

communitycommons.org



The screenshot displays the Community Action Partnership website. The top navigation bar includes links for Home, Activity, Maps & Reports, Members (615), Hubs, Send Invites, and Manage. A red arrow points to the 'Hubs' link in the top left. Another red arrow points to the user profile icon in the top right. The main content area features a header with the organization's name and logo, followed by a welcome message and a section titled 'Using the Comprehensive Community Needs Assessment (CCNA) Tool'. This section contains three buttons: 'How to Use the CCNA Report Tool' (highlighted with a red rectangle), 'Start a New Assessment' (highlighted with a red circle), and 'Learn About the Data'. Below this, a list of features is provided, and a section titled 'Using Maps & Data to Support Your Community Needs Assessment Process' includes three maps and their respective legends. The bottom of the page contains additional information and a footer.

COMMUNITY COMMONS Maps & Data Hubs Channels Support

Community Action Partnership

Home Activity Maps & Reports Members 615 Hubs Send Invites Manage

Joining our network of over 1000 Community Action Partners across America is the right choice for you!

COMMUNITY ACTION PARTNERSHIP
THE NATIONAL ASSOCIATION | WASHINGTON, DC

Welcome to the Community Action Partnerships Comprehensive Community Needs Assessment (CCNA) Tool and Mapping Hub. The 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 generator, and a mapping tool.

Using the Comprehensive Community Needs Assessment (CCNA) Tool

The CCNA Online Tool provides a significant amount of the secondary data that will assist you in completing comprehensive community needs assessment with the click of a button.

How to Use the CCNA Report Tool **Start a New Assessment** **Learn About the Data**

The CCNA tool allows you to:

- Select state(s) and county(ies) to be included in your report (i.e. Indiana, Porter County; New York, Albany County; Renosier County, Schenectady County)
- Select specific data elements (Demographics, Employment, Education, Housing, Income, Nutrition, and Health Care)
- Preview a draft report
- Download a draft report onto your desktop in a Microsoft Word document that is fully editable. From there you can add text, tables, maps, etc., delete unwanted sections, and modify it any way you need.
- Advanced users include mapping specific poverty indicators to extended geographies such as census tract and congressional district.

Using Maps & Data to Support Your Community Needs Assessment Process

The **Mapping Tool** will allow members to create maps based on a variety of data sets such as the American Communities Survey or the Current Population Survey. Members can map indicators found in the data sets down to the census tract level and can further refine their maps by uploading data of their own design.

Children in Poverty: Geographic Trend Analysis **Population in Poverty: Geographic Analysis** **Population in Poverty: By Geographic Index**

For more information on community needs assessments as they relate to the Community Services Block Grant click [here](#) to access A Community Action Guide to Comprehensive to Community Needs Assessments produced by the National Association for State Community Services Programs (NASCCSP).

[Try it out now](#) to see how easy it is to get a jump on your CSBG Community Needs Assessment or Head Start Community Assessment. For more information, contact the National Training Center at [Training@communityactionpartnership.com](#)

This online resource was developed by the Center for Applied Research and Environmental Systems (CARES) at the University of Missouri and the Institute for People, Place and Possibility in cooperation with the Community Action Partnerships National Training Center, the Missouri Association for Community Action, and the New York State Community Action Association. This tool is FREE to Community Action Agencies and Other CSBG Eligible Entities.

All recordings were created by National Association of Community Action Agencies - Community Action Partnership in the performance of the U.S. Department of Human Services, Administration for Children and Families, Office of Community Services Grant Number H075426. Any opinion, findings, and conclusions, or recommendations expressed in this material are those of the authors and do not necessarily reflect the views of the U.S. Department of Health and Human Services, Administration for Children and Families.



Community Action Partnership

Community Needs Assessment Online Tool: Select Report Area

County Saved Area

Tennessee: Select County

» Select State

Tipton County
Trousdale County
Unicoi County
Union County
Van Buren County
Warren County

Report Area Selection

☒ Campbell County, Tennessee
☒ Claiborne County, Tennessee
☒ Morgan County, Tennessee
☒ Scott County, Tennessee
☒ Union County, Tennessee

Save to My Areas

View Report

Child Poverty Rate (ACS) Ages 0-17

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

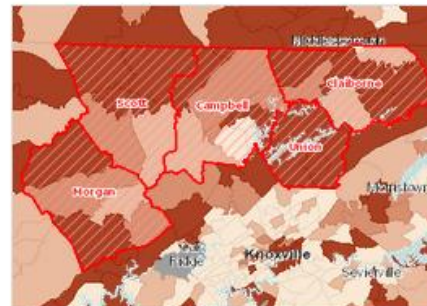
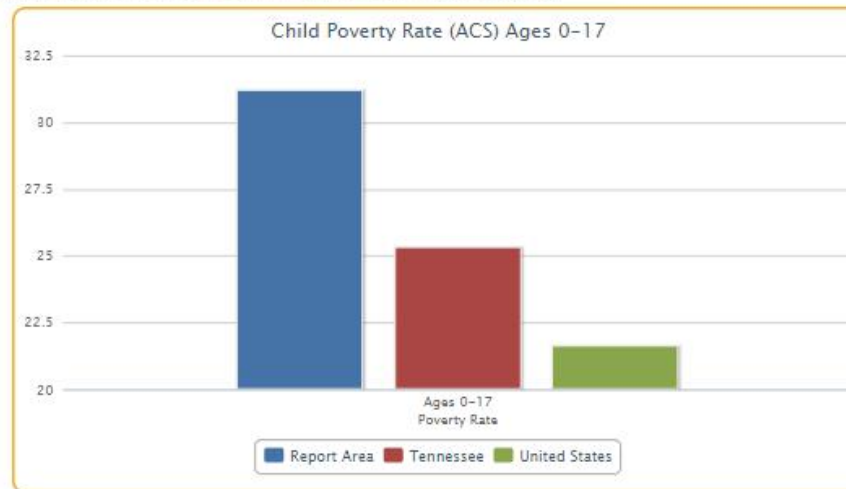
[Download Data](#)

Report Area	Ages 0-17 Total Population	Ages 0-17 In Poverty	Ages 0-17 Poverty Rate
Report Area	28,937	9,038	31.2
Campbell County, TN	8,492	2,571	30.3
Claiborne County, TN	6,413	1,934	30.2
Morgan County, TN	4,398	1,286	29.2
Scott County, TN	5,247	1,854	35.3
Union County, TN	4,387	1,393	31.8
Tennessee	1,468,613	372,139	25.3
United States	72,748,616	15,701,799	21.6

Ages 0-17 Poverty Rate



Note: This indicator is compared with the state average. Data breakout by demographic groups are not available.
Data Source: US Census Bureau, [American Community Survey](#). Source geography: County



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

- Over 30.0%
- 22.6 - 30.0%
- 15.1 - 22.5%
- Under 15.1%
- No Population Age 0-17 Reported
- No Data or Data Suppressed
- Report Area

[View larger map](#)

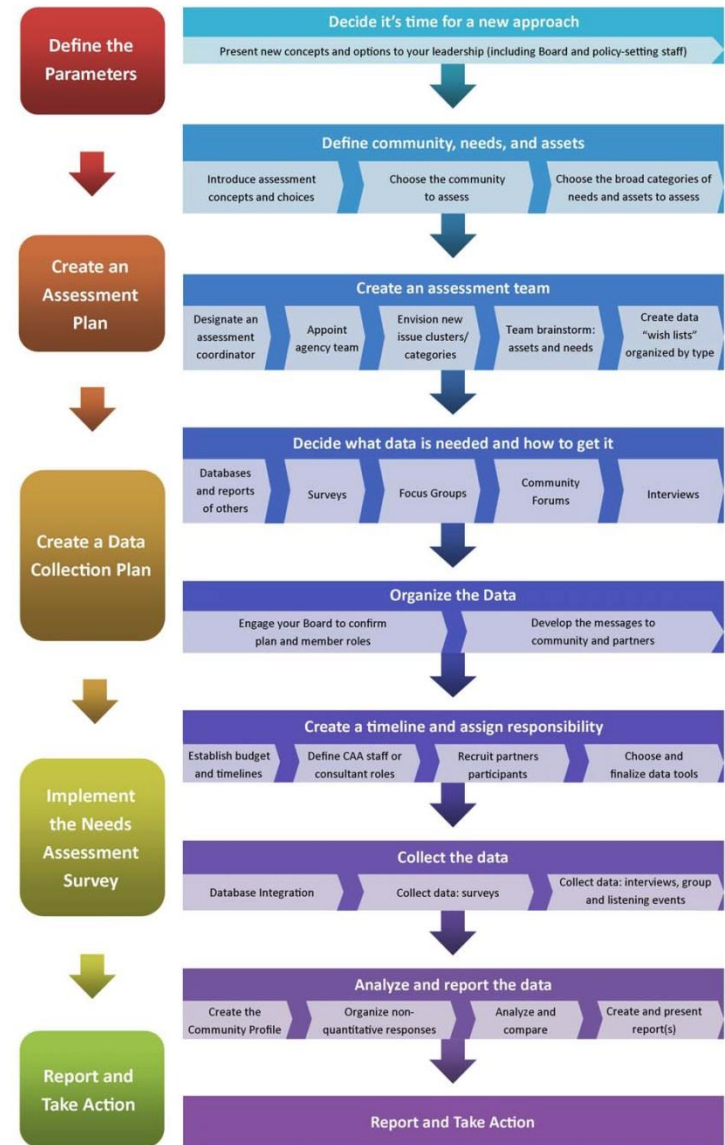
NASCSP Tools



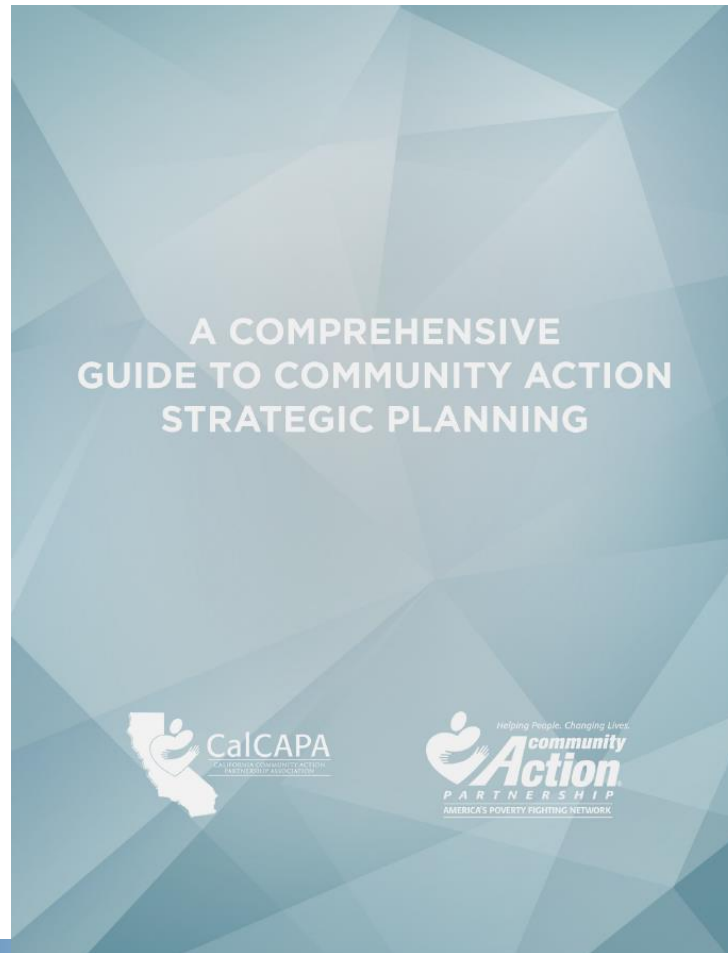
**National Association for State
Community Services
Programs**

*A Community Action Guide
to Comprehensive
Community Needs Assessments*

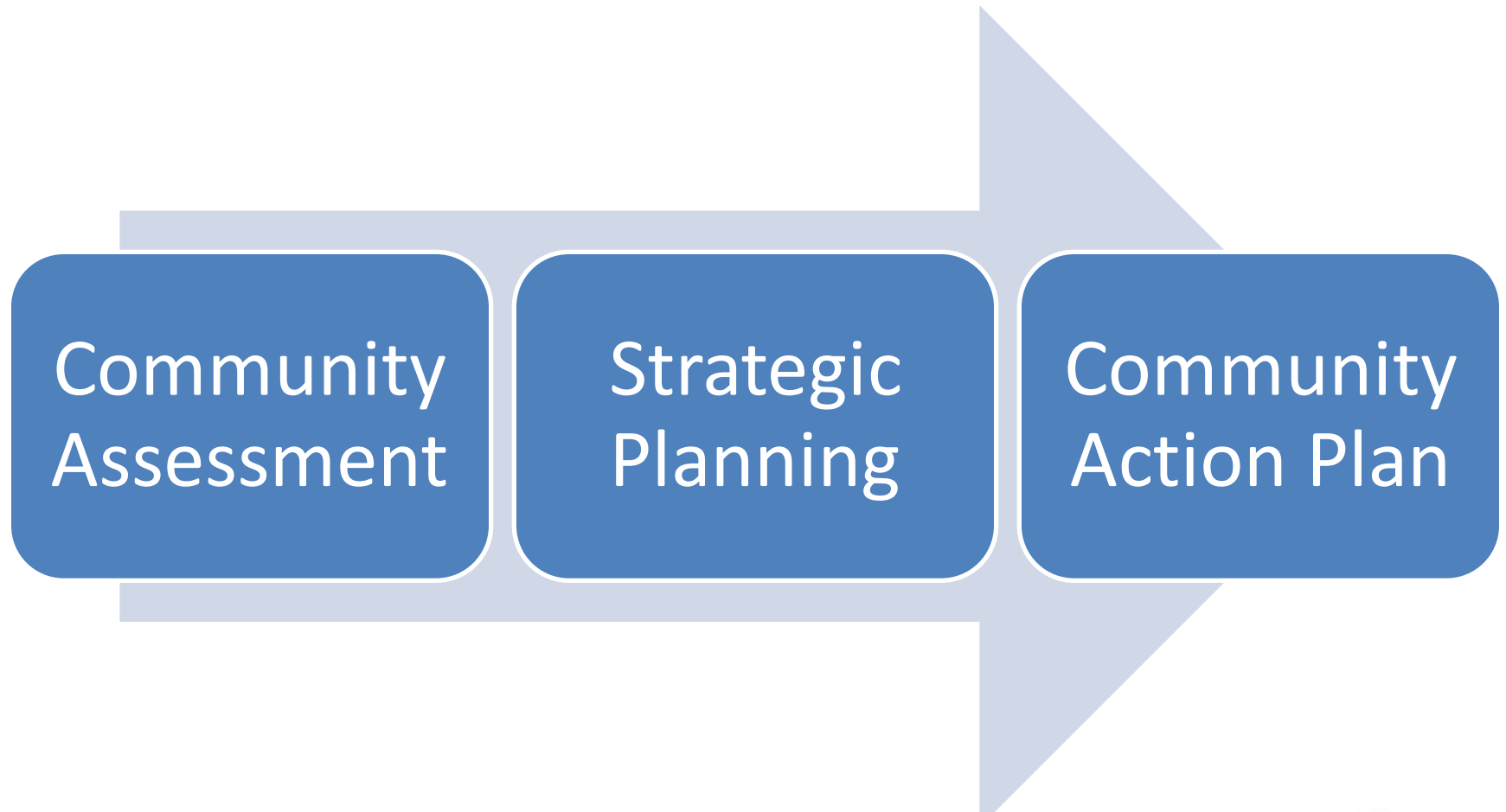
www.nascsp.org



Strategic Planning Guide

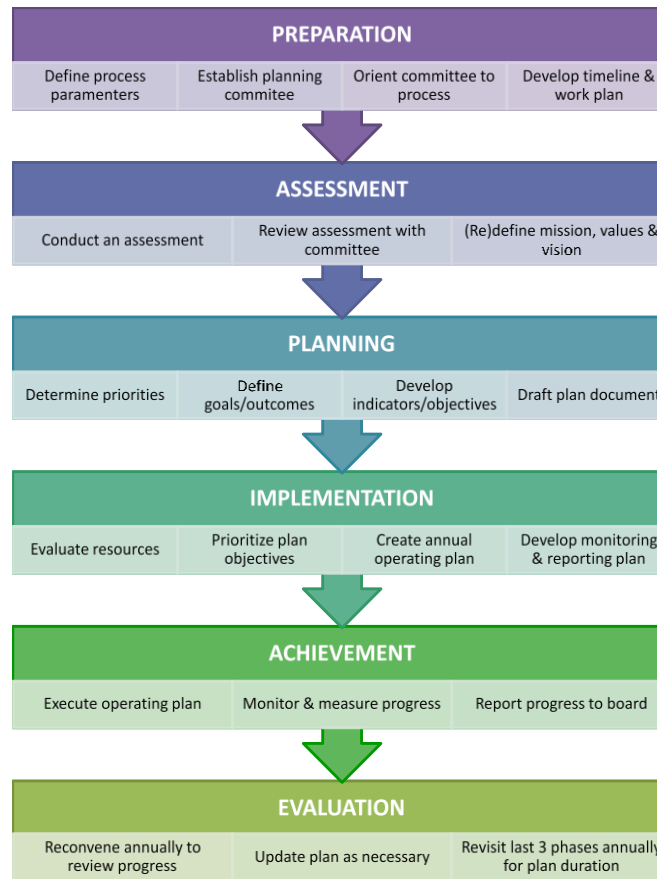


Strategic Planning in Context



A Community Action Model for Strategic Planning

COMMUNITY ACTION STRATEGIC PLANNING PROCESS



Community Action Online Risk Assessment Tool

- www.communityactionpartnership.com

ONLINE TOOLS



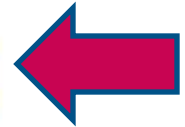
[Click to access information and resources](#)

Click on the logo above to be taken to the National Training Center's Affiliates Page with the Nonprofit Risk Management Center. This will be your entry page to the various affiliate benefits provided to you through the NRMC and the Community Action Partnership's National Training Center.

Affiliates have access to various discounted risk management resources as well as a customized risk management tool designed specifically for CSBG eligible entities. The tool may be accessed directly free of charge. The additional resources may be purchased at a discounted rate.

Need help accessing the Affiliate page? Contact us at
TTAsupport@communityactionpartnership.com

The screenshot shows the homepage of the Nonprofit Risk Management Center (NRMC). The header includes the NRMC logo, navigation links (Home, Contact, etc.), and a search bar. A sidebar on the left lists categories: VOLUNTEER risk management, FINANCIAL risk management, EMPLOYMENT practices, and YOUTH protection. Below this is a section for 'Affiliate Benefits' with links to RISK HELP™, Webinars, Recognition, and other resources. The main content area features the title 'Community Action Partnership's National Training Center Affiliates Page' and a welcome message. A prominent orange button says 'Get RISK eNews!'. At the bottom, there is a section for 'Community Action Online Risk Management Tools' and a note about unlimited access to recordings for affiliates.



Welcome to the Community Action Partnership Risk Management Portal



POLICIES

My Risk Management Policies
Not Logged In



ASSESSMENT

My Risk Assessment
Not Logged In

We welcome your feedback! Please send us your ideas to improve the functionality or enhance the content of any of these new resources. We are able to add new assessment material, new policy templates, and more, upon request. Reach us at [\(202\) 785-3891](tel:2027853891) or info@nonprofitrisk.org.

My Assessment

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

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

[View Report](#)
[Organize My Report](#)


Risk Assessment Module

Status

Introduction to Risk Management

Governance

Financial Management

Contracts and Procurement

Human Resources

Communication Risks

Service Delivery Risks

Protecting Vulnerable Populations

Transportation

Property

Completed
[Restart](#)
[Review](#)
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Risk Resources

**Additional CAP Risk Resources
are just a click away**

▶ [My Risk Management
Policies](#)

Library

▶ [6 Tips for Making Risk
Management Stick](#)

▶ [Getting and Giving
References...Safely](#)

Build Terms Of Use

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

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

Policy Name:

Select	Policy Text
<input type="checkbox"/>	{our logo}
<input type="checkbox"/>	{our organization name}
<input type="checkbox"/>	{the policy name}
<input type="checkbox"/>	<p>Please Read the Following Terms of Use Carefully.</p> <p>{our organization name} respects the privacy of our members and other visitors to this site.</p> <p>We want you to know how we handle the information you may provide on this website.</p>
<input type="checkbox"/>	Disclaimer of Liabilities

Risk Resources

**Additional CAP Risk Resources
are just a click away**

► **My Risk Assessment**

Community Action Partnership Tools

- ***Preparing for Your Community Action Agency's Future: Sustainability, Succession & Transition***
 - *Part 1: Organizational Sustainability Planning*
 - *Part 2: Executive Succession Planning Guide*
 - *Part 3: Executive Transition Management Guide*
 - *Community Action Partnership and Transition Guides*
 - *Webinar recordings posted*
- www.communityactionpartnership.com
 - Resources/Toolkits and Webinars
 - National Training Center/Toolkits and Webinars
- www.csbgta.org
 - Resource Bank

Transition
Guides



Tools Included

Preparing for Your Community Action Agency's Future

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

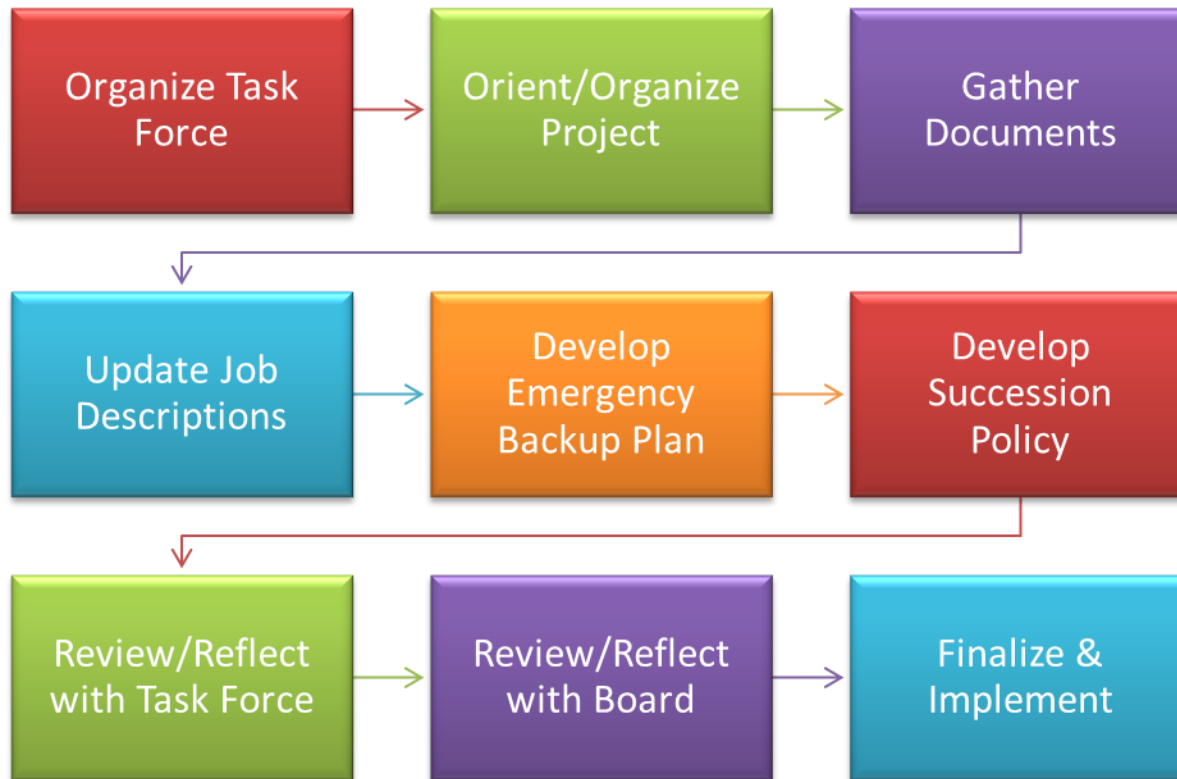
Overview: Leadership Sustainability and Executive Transition Management



© 2004-11, TransitionGuides. www.transitionguides.com

Process Overview for Implementing Succession Essentials

Preparing for Your Community Action Agency's Future



Source: Transition Guides/Community Action Partnership Succession Planning Toolkit

Community Action Template

Appendix 1 – Attachment 2 – Emergency Backup Plan Detail

Emergency Backup Plan Detail

Name: [insert name and title]

First Backup: [insert name and title of first backup]

Second Backup(s): [insert name and title of second backup]

Communications Plan

Who's being contacted?	Who's contacting them?	How will they be contacted?	By when will they be contacted?
Name, [Title]			

Short-Term Staffing of Key Functions

Key functions	Short term staffing strategies (Under 3 months) [Name], [Title]

For Longer Term Staffing: For longer term staffing, would the staffing strategy remain the same or would it need to be reconsidered?

Cross-training Plan

Cross-training Area	Staff to be cross-trained this area		Plan/timeline for training
	Trainee	Trainer	
	[Name], [Title]	[Name], [Title]	[Describe the training and duration]
	[Name], [Title]	[Name], [Title]	[Describe the training and duration]
	[Name], [Title]	[Name], [Title]	[Describe the training and duration]
	[Name], [Title]	[Name], [Title]	[Describe the training and duration]
	[Name], [Title]	[Name], [Title]	[Describe the training and duration]

Community Action Template

Critical Relationships

Critical relationship that must be maintained	Who's accountable for maintaining?	Contact information (Contact information location)
	[Name], [Title] and [Name], [Title]	

Annual Key Events/Milestones Calendar

Month	Key Events/Milestones (Only those that directly involve CEO)	Key Associated Activities/Responsibilities (CEO's accountability or involvement)
January		
February		
March		
April		

[CAA]

Critical Information and Contact Inventory

Last updated: _____

Employer Identification Number (EIN) #: _____

Corporate Records

	Onsite Location	Offsite Location	Online URL
IRS Determination Letter			
IRS Form 1023			
Bylaws			
Board Minutes			
Corporate Seal			

Financial

	Onsite Location	Offsite Location	Online URL
Current and previous Form 990s			
Current and previous audited financial statements			
Financial Statements			
State or District Sales-Tax Exemption Certificate			
Blank Checks			
Computer passwords			
Donor Records			
Client Records			
Vendor Records			
Volunteer Records			

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.csbgta.org

- *Resource Bank*



Leadership Development Cycle

Batter Up! Building Your Leadership Bench

**Make Commitment to Leadership
Continuity**

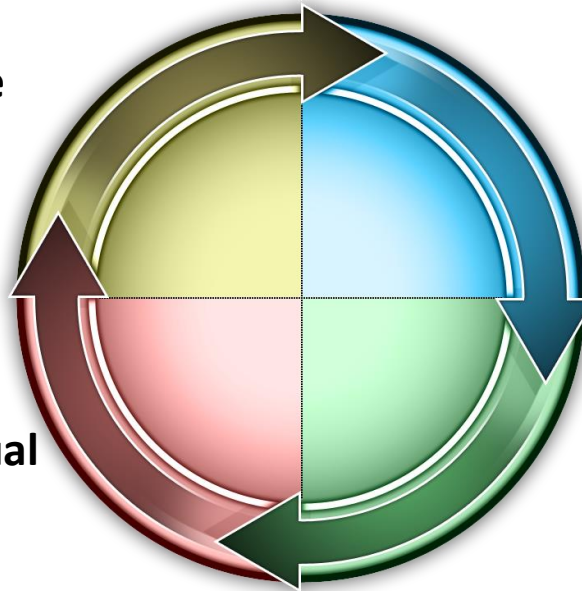
**Evaluate Individuals and the
Program**

**Establish a Succession Planning
Program**

**Identify & Develop Individual
Talent**

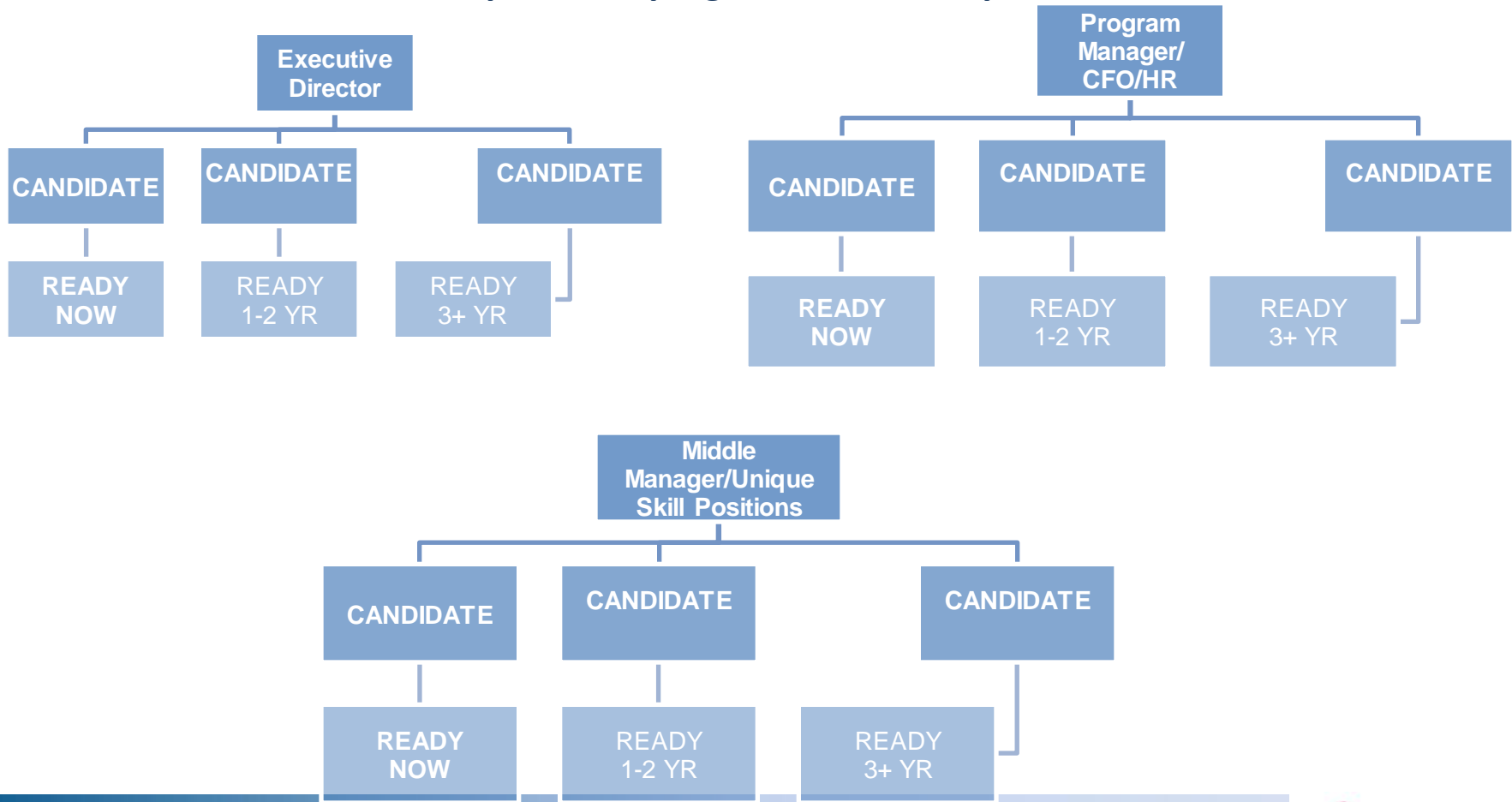
**Assess the Present Work and
People Needs**

**Assess the Future Work and
People Needs**



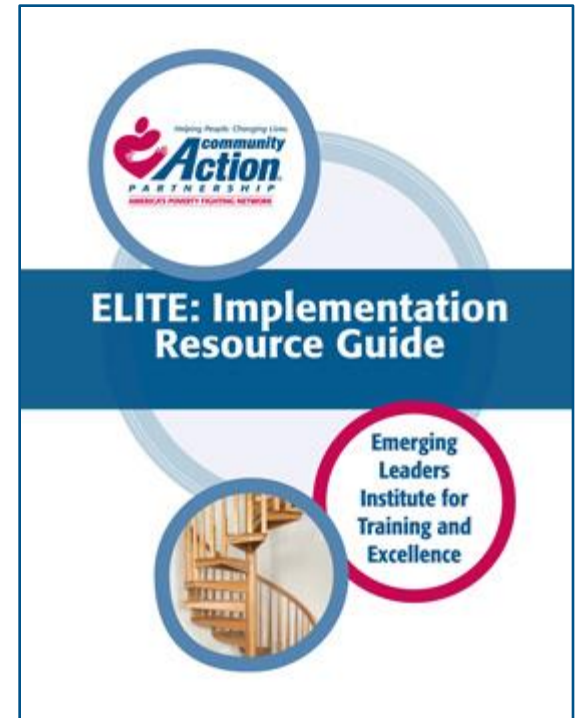
Assess Bench Strength By Organization

Batter Up! Developing Your Leadership Bench



ELITE

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



Community Action Partnership Tools

Audit Essentials: What Every Board Member Needs to Know

Community Action Partnership

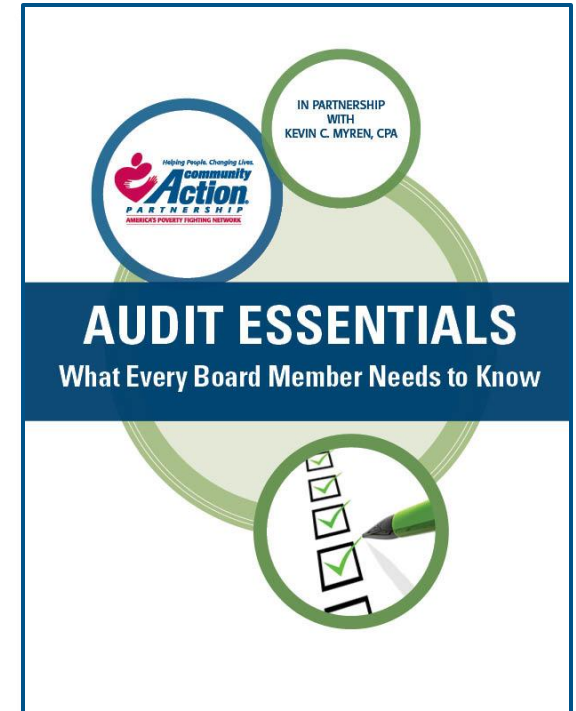
- *Kevin Myren, CPA*
- *Webinar recordings posted*

www.communityactionpartnership.com

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

www.csbgta.org

- *Resource Bank*



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

CAA Leaders' Legal Guide

CAA Leaders' LEGAL GUIDE

A publication by CAPLAW and the Community Action Partnership

paragraph (c)(5) of this section) also applies to earnings on debt service reserve funds.

(2) The non-Federal entity will regulate the amount of allowable interest cost related to the acquisition of facilities with asset costs of \$1 million or more, as outlined in paragraph (b)(7) of this section. For this purpose, a non-Federal entity must consider only cash inflows and outflows attributable to that portion of the real property used for federal awards.

(e) Additional conditions for IHEs. For costs to be allowable, the IHE must have incurred the interest costs after September 23, 1982, in connection with acquisitions of capital assets that occurred after that date.

(f) Additional condition for non-organizations. For costs to be allowable, the non-Federal entity must have incurred the interest costs after September 23, 1982, in connection with acquisitions of capital assets that occurred after that date.

(g) The interest allowability provisions of this section do not apply to a nonprofit organization subject to "full coverage" under the Cost Accounting Standards (CAS), as defined in 48 CFR 9903.201-5(a). The non-Federal entity's Federal awards are instead subject to CAS 414 (48 CFR 9904.414) and CAS 417 (48 CFR 9904.417).

75.400 Lobbying

(a) The cost of certain influencing activities associated with obtaining grants, contracts, cooperative agreements, or loans is an unallowable cost. Lobbying with respect to certain grants, contracts, cooperative agreements, and loans is governed by relevant statutes, including among others, the provisions of 31 U.S.C. 1352, as well as the common rule, "New Restrictions on Lobbying" published at 35 FR 6736 (February 26, 1970).

Federal award or regulatory matter on any basis other than the merits of the matter.

(3) In addition to the above, the following restrictions are applicable to nonprofit organizations and IHEs:

(i) Costs associated with the following activities are unallowable: (A) Attempts to influence the outcome of any Federal, state, or local election, referendum, initiative, or similar procedure, through the use of cash contributions, gifts, money, publicity, or similar activity;

(ii) Establishing, administering, or contributing to, or paying the expenses of, a political party;

(iii) Establishing, administering, or contributing to, or paying the expenses of, an organization that attempts to influence the outcome of elections in the United States; or

(iv) Establishing, administering, or contributing to, or paying the expenses of, an organization that attempts to influence the outcome of elections in the United States; or

(v) Any activity in connection with a decision to enroll legislation, including information gathering, legislative analysis, and analyzing the effect of legislation, when such activities are

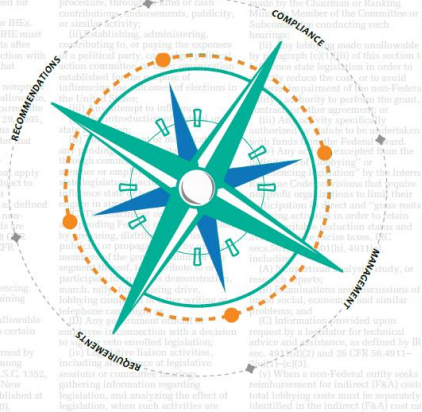
congress, legislative body, or a subdivision, or a cognizant staff member thereof, provided such information is readily obtainable and can be readily put in deliverable form, and further provided that costs under this section for travel, lodging or meals are unallowable unless incurred to offer testimony at a regularly scheduled Congressional hearing pursuant to a written request for such presentation from the Chairman or Ranking Member of the Committee or Subcommittees conducting such hearings.

(ii) Any activity made unallowable by paragraph (c)(1)(ii) of this section to influence state legislation in order to obtain the cost, or to avoid impairment of the non-Federal entity to perform the grant, contract, cooperative agreement, or loan.

(iii) Any activity specifically prohibited by the Federal Acquisition Regulation (48 CFR 101-11.6) from being accepted from the non-Federal entity.

(iv) Any activity that requires the non-Federal entity to incur costs in order to obtain information about the activities of the non-Federal entity, or to obtain information about the activities of the non-Federal entity, or to obtain information about the activities of the non-Federal entity.

(v) When a non-Federal entity seeks reimbursement for indirect (F&A) costs total lobbying costs must be separately identified in the indirect (F&A) cost statement.



Dynamic Duo



A Guide to Enhancing the Board
& Executive Director Partnership

A Publication by:



In Partnership with:



CAPLAW TOOLS

TOOLS FOR TOP-NOTCH CAAs: A PRACTICAL APPROACH TO GOVERNANCE AND FINANCIAL EXCELLENCE



Section 1: Making Board Meetings Matter	7	← Across
Section 2: Improving a CAA's Financial Capacity	29	← 8
Section 3: Creating the Annual Operating Budget	67	← 8.9
Section 4: Getting the Most Out of Your Financial Statements	83	← 8.7
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CAPLAW TOOLS

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EXEMPLARY LEGAL PRACTICES & POLICIES

GUIDEBOOK PART I: Do the Right Thing



How CAAs Can Cultivate a
Culture of Compliance
and High Ethical
Standards

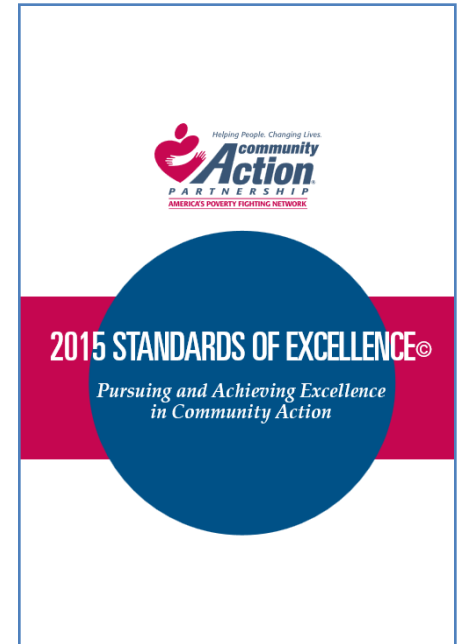
Excellence in Community Action

Malcolm Baldrige Criteria for Performance Excellence

*Tailored to the language and operations of
the CAA Network*

What Are the Community Action Standards of Excellence?

- The Community Action Standards of Excellence represent 35 of the very best practices of the very best agencies.
- They represent real-world administrative and operational benchmarks that every agency can strive for.



A Framework for Achieving Excellence in Community Action

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



The Standards of Excellence - Seven Categories -

1. Organizational Leadership
2. Strategic Planning and Direction
3. Customer, Constituent, and Partner Focus
4. Measurement, Analysis, and Performance Management
5. Human Resource Focus
6. Organizational Process Management
7. Organizational Results

The Pathways Process

- Agencies send teams of 3-5 staff for a two day training
- 7-9 months to complete the Self-Study, with Partnership Technical Assistance monthly by Web Meeting
- 3 months for the expert peer review and Feedback Report process

The Feedback Process & Report

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

CAA Tools/Resources

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

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



2015 STANDARDS OF EXCELLENCE®

*Pursuing and Achieving Excellence
in Community Action*

Future T/TA Needs

- ???

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