

Community Action Performance Standards – DRAFT

Local Community Action Agencies

Category 1. Organizational Leadership

Performance Standards

- The Agency has a fully seated tri-partite board.
- The board meets regularly, receives fiscal and program reports and an overall view of agency progress.
- Agency Board bylaws are in place and reviewed regularly.
- Regular board training is provided.
- Executive Director and Management Team meet regularly to review agency results, address issues and discuss emerging trends.

Supplemental measures:

- The board is engaged and participates in the development, planning, implementation and evaluation of agency programs that serve low-income communities.
- The agency's board has formally adopted the Mission statement which is effectively communicated to staff and partners.
- Emerging leaders are cultivated and supported.
- An executive leadership transition plan (succession plan) is in place.

Category 2. Strategic Planning and Direction

Performance Standards

- The agency has adopted a mission and vision statement.
- An agency-wide strategic plan is in place, and has been formally adopted by the board and shared with staff.
- A Community Assessment is done at least every three years with annual updates. Community needs and assets as well as customer feedback are sought and considered.
- The agency submits a Community Action Plan (which incorporates an outcome based work plan) including the community needs assessment to the State CSBG Office.

Supplemental measures:

- The agency conducts regular self-assessments including a review of agency results, strengths and areas to improve.
- Staff and board participate in planning.
- The agency ties the various surveys and community assessments together with the 6 national ROMA goals to create a systematic approach to agency strategic planning.

- The agency has a system in place to assess agency-wide performance management tied to the 6 national ROMA goals.

Category 3. Customer, Constituent, and Partner Engagement

Performance Standards

- The agency maintains partnership relationships with key entities in the geographic service area working to eliminate poverty.
- The agency staff participates on coalitions and advisory boards in the service area.

Supplemental measures:

- The agency has placed a priority on customer service and has provided training to staff designed to increase awareness of customer issues.
- The agency has developed a formal system to identify and target external customers and takes an agency-wide approach to listen and learn from stakeholders.
- There is a process for collecting, analyzing and using feedback data including evaluation criteria or measures of effectiveness of partnerships.

Category 4. Measurement, Analysis, and Performance Management

Performance Standards

- Staff and Board members are trained on Results Oriented Management and Accountability (ROMA)
- Annual CSBG-IS survey data is completed accurately and submitted on time.
- The agency has developed agency-wide goals, tied to the ROMA goals, with measurable indicators that can be compiled and analyzed into an agency-wide scorecard/report that indicates the strengths and areas to improve for the agency.

Supplemental measures:

- The agency has developed a systematic approach to performance management which ties to its fiscal system and can compile and analyze measurable indicators into an agency-wide scorecard/report.
- The agency is technologically proficient and able to connect all agency locations, and solve internet connectivity issues.
- The information systems being used by agency programs have the capacity to interface so that the agency can provide a variety of program reports and combine data to define overall agency performance.
The agency is able to integrate performance indicators for each program area.

Category 5. Human Resource Management

Performance Standards

The agency has a Human Resource system which includes:

- Policies and procedures and is accessible to staff in compliance with employment law/state and federal laws.

- Salary surveys are in place to ensure salary levels are appropriate for the area.
- Up-to-date position descriptions for every employee.
- An annual performance review process is in place for every employee including the Executive Director.
- Staff development plans and training is provided to employees
- An ADA plan in place and training provided to all staff.
- Staff have adequate supplies and equipment to do their work.
- The agency holds staff meetings.

Supplemental measures:

- Staff recognition activities are in place.
- The agency has a focus on hiring low-income participants as staff for the agency.
- Staff orientation and training is in place for all new employees.

Category 6. Organizational Process Management

Performance Standards

The agency has effective internal controls for fiscal management, including:

- The agency board of directors has adopted fiscal procedures.
- Accounting software adequately creates required reports and meets agency needs.
- The agency has purchasing and procurement policies in the approved financial procedures manual which includes a non-discrimination policy and promotes efforts to use small and minority owned businesses.
- The agency has a system in place to address building and equipment maintenance.
- Training/communication for program staff is in place to ensure they understand the fiscal reports.
- Individual agency programs have a continuous improvement approach to services they provide.

Supplemental measures:

- The agency has an approved public information plan which includes a web site designed to promote their mission.
- There is a systematic assessment of effectiveness for service delivery agency-wide including a central intake system and agency-wide tracking of client progress.
- A systematic management protocol for project management is in place agency-wide including collecting, analyzing and using agency-wide information and data.

Category 7. Organizational Results

Performance Standards

- Individual agency programs have systems to review and report their data.
- There is a system in place to coordinate data elements from all programs to be able to define overall agency performance.
- Agency wide goals, tied to the ROMA goals have been developed, with measurable indicators that can be compiled and analyzed into an agency-wide scorecard/report that indicates the strengths, trends and areas to improve for the agency.

- Data is available to analyze strengths, trend data and areas to improve.
- Strategic goals and measures are in place, tied to the 6 national ROMA goals and performance indicators. All of the activities of Community Action are intended to be reportable under the 6 national ROMA goals.

Supplemental measures:

- The agency collects, tracks and makes use of customer satisfaction data.
- The agency tracks information through its human resources and fiscal departments.

State Community Services Block Grant (CSBG) Offices

Category 1. Organizational Leadership

Performance Standards

- Staff attend NASCSP and other events sponsored by national partners to maintain basic program knowledge.
- The State CSBG Office adheres to the “Guiding Principles for Partnership” with local grantees and others: mutual respect, open communication, joint problem solving, and empowerment through diversity.
- The State CSBG office is engaged with Community Action in the development, planning, implementation and evaluation of programs that serve low-income communities.
- The State CSBG office meets regularly with Community Action leaders to review statewide results, address issues and discuss emerging trends.
- Regular training and technical assistance is provided to eligible entities.

Supplemental measures:

- The State CSBG Office, in partnership with others, cultivates and supports Emerging Leaders in the field.
- An executive leadership transition plan (succession plan) is in place.

Category 2. Strategic Planning and Direction

Performance Standards

- Staff cultivate a presence within state government as a voice for the poor.
- The State CSBG Plan provides comprehensive overview of the causes and effects of poverty in the state, along with strategies and expected outcomes for how CSBG funds will address these.
- The State CSBG office conducts regular self-assessments including a review of results, strengths and areas to improve.

Supplemental measures:

- The State CSBG office ties various surveys and assessments together with the 6 national ROMA goals to create a systematic approach to strategic planning.

The State CSBG office has a system in place to assess state-wide performance management tied to the 6 national ROMA goals.

Category 3. Customer, Constituent, and Partner Engagement

Performance Standards

- The State CSBG Office develops strong relationships with partners especially with the state Community Action association and with eligible entities.
- The State CSBG Office communicates and meets regularly with the state association and eligible entities for input on the State CSBG plan and other issues.
- The State CSBG Office adheres to the “Guiding Principles for Partnership” with local grantees and others: mutual respect, open communication, joint problem solving, and empowerment through diversity.
- State staff participates on coalitions and advisory boards.
- There is a process for collecting, analyzing and using feedback data including evaluation criteria or measures of effectiveness of partnerships.

Supplemental measures:

- The State CSBG Office has placed a priority on customer service and has provided training to staff designed to increase awareness of customer issues, including conducting regular customer satisfaction surveys and using feedback to inform future ways of doing business.
- The State CSBG Office has developed a formal system to identify and target external customers and a state-wide approach to listen and learn from stakeholders.
- State CSBG Office maintains partnership relationships with key entities in the state working to eliminate poverty, including (but not limited to) the following:
 - Eligible entities
 - CAP Association
 - Head Start Association
 - Foundations
 - Universities
 - Other state agencies

Category 4. Measurement, Analysis, and Performance Management

Performance Standards

- The State CSBG Office prepares the annual CSBG-IS report and submit it on time.
- The State CSBG Office provides training and technical assistance, in cooperation with the state Community Action association and with attention to the local Boards of Directors.
- The State CSBG office provides and/or facilitates statewide ROMA training including Board training.

- State staff are trained on Results Oriented Management and Accountability (ROMA).
- The state office is able to integrate performance indicators for each Community Action Agency in order to accurately complete and submit the annual CSBG-IS survey data.
- The State CSBG office has developed statewide goals, tied to the ROMA goals, with measurable indicators that can be compiled and analyzed into a state-wide outcome report that highlights the strengths of Community Action in the State.
- The State CSBG office is technologically proficient and able to communicate with all grantees throughout the state.

Supplemental measures:

- The State office has certified ROMA trainers on staff.
- The State CSBG office has developed a systematic approach to performance management through monitoring which ties to its fiscal system and can compile and analyze measurable indicators into a state-wide scorecard/report.

Category 5. Human Resource Management

Performance Standards

- Up-to-date position descriptions are in place for every employee.
- An annual performance review process is in place.
- Staff development plans and training is provided to employees.
- The State CSBG office holds regular staff meetings.
- Staff has adequate resources to do their work.

Supplemental measures:

- Policies and procedures are in place and accessible to all staff in compliance with employment law/state and federal laws.
- The State CSBG office provides opportunities for staff development and the performance evaluation system provides for collecting input from staff.

Category 6. Organizational Process Management

Performance Standards

- Write the State's CSBG Plan, hold the required public hearing and submit the plan on time to OCS.
- Get funds out to eligible entities in a timely manner.
- Manage and monitor the grants.
- Make grantee payments promptly.
- Prepare special state reports and information on Community Action frequently in coordination with the state Community Action association.
- Best practices, systems, procedures and functions are maintained to insure that the State CSBG Office remains in compliance with rules and regulations. Files, forms,

documents, and information sufficient to conduct the highest quality work are maintained. This includes:

1. Basic information and files on programs including plans, funding notices, and directives from funders
 2. Program fact sheets
 3. Grantee files for corporate documents, grants, and monitoring
 4. Program reports
 5. Monitoring forms including risk analysis, site visits, and internal and other reviews
 6. Audit reports, management letters, and 990's
 7. Inventory and equipment
 8. Records of payments
 9. Records of grants (incoming and outgoing)
 10. Program best practices
 11. Information that can be accessed on the world wide web
- The State CSBG Office maintains standards for monitoring local agencies:
 1. Conduct internal review of documents prior to site visit including information from previous years and other programs as available.
 2. Determine visit in advance with grantee.
 3. Conduct entrance and exit interviews to include all findings prior to report.
 4. Conduct a physical review of the site.
 5. Send monitoring reports within 30 days of the visit, document monitoring in internal logs.
 6. Follow up on findings timely.
 7. Maintain communication with grantees regarding positive and negative issues.
 - State CSBG Monitoring Practices:
 1. Look at more than compliance with rules and regulations and focus on total agency operations.
 2. Assess the effectiveness of the board of directors.
 3. Assess agency administrative leadership.
 4. At a minimum review agency governance, planning, evaluation, partnerships, administrative systems and fiscal procedures.

Category 7. Organizational Results

Performance Standards

- The State CSBG office has a system to review and report statewide data.
- There is a system in place to coordinate data elements from all funded organizations to be able to define overall state-wide performance.
- Statewide goals, tied to the ROMA goals have been developed, with measurable indicators that can be compiled and analyzed into an state-wide scorecard/report that indicates the strengths and trends of the state.

- Data is available to analyze strengths and trending data for the state.
- The State CSBG office has a system for collecting and tracking customer satisfaction data.

Federal Office of Community Services (OCS)

Category 1. Organizational Leadership

Performance Standards

- OCS meets regularly with national Community Action Leaders to gain an overall view of CSBG nationwide.
- Staff attend NASCSP and other events sponsored by national partners and others.
- OCS adheres to the “Guiding Principles for Partnership” with State offices, local grantees and others: mutual respect, open communication, joint problem solving, and empowerment through diversity.

Category 2. Strategic Planning and Direction

Performance Standards

- Cultivate a presence within federal government as a voice for the poor, developing strategic relationships (interoperability).
- OCS has a system to review State CSBG Plans which provides a comprehensive overview of the causes and effects of poverty in the states, along with strategies and expected outcomes for how CSBG funds will address these nationally.
- Communicate promptly with States regarding approval of State Plans.

Category 3. Customer, Constituent, and Partner Engagement

Performance Standards

- OCS communicates and meets regularly with national partners and state offices for input on emerging issues.
- Develop strong relationships with partners especially with NASCSP and state CSBG offices.
- OCS adheres to the “Guiding Principles for Partnership” with State offices, local grantees and others: mutual respect, open communication, joint problem solving, and empowerment through diversity.
- OCS places a priority on customer service including conducting customer satisfaction surveys and using feedback to inform future ways of doing business.
- OCS maintains partnership relationships with national partners, state CSBG offices, state Community Action associations, grantees and other key entities in the nation working to eliminate poverty.

Category 4. Measurement, Analysis, and Performance Management

Performance Standards

- Receive and review the CSBG-IS report from NASCSP in a timely manner.
- OCS staff is trained on Results Oriented Management and Accountability (ROMA) and understand the national goals, tied to the ROMA goals, with measurable indicators that highlight the strengths of Community Action nationally.

Category 5. Human Resource Management

Performance Standards

- Up-to-date position descriptions are in place for every employee.
- An annual performance review process in place for every employee.
- Staff development plans and training is provided to employees.
- Staff have adequate resources to do their work.

Category 6. Organizational Process Management

Performance Standards

- Release CSBG funds to the states in a timely manner.
- Manage funding and monitor state timely.
- Maintain basic information and files on state programs including audit reports, and 990's.
- Develop plans, funding notices, and directives for national partners.
- Maintain and update monitoring forms including risk analysis, site visit materials, and internal and other reviews.
- Produce monitoring reports and other information in a timely manner.
- Review audit reports, management letters, and 990's.
- Maintain good communication with states.

Category 7. Organizational Results

Performance Standards

- OCS has a system to review national level data from NASCSP including national goals, tied to the ROMA goals, measurable indicators which provide a scorecard/report that indicates the strengths and trends of the nation.
- Meets and discusses CSBG performance trends and results with national partners.