



Meeting Notice

Board of Commission Meeting

Thursday April 18, 2019

**Social Development Commission
1730 W. North Avenue – Board Room**

Milwaukee, WI 53205

5:30pm

If you are unable to attend this meeting, please call Abra Fortson @ 414-906-2720.

*NOTICE is hereby given that the Commission may convene in closed session to consider item (s) above pursuant to Section 19.85 (1) (b), (c), (e), (f), and (g) Wisconsin statutes, and may reconvene in open session to take action on items discussed.



Board of Commission Meeting
April 18, 2019 – 5:30pm
SDC 1730 W. North Avenue Board Room
Milwaukee, WI 53205

Agenda

- | | |
|---|-------------------------|
| 1. Call to Order | Board Chair, S. Findley |
| 2. Roll Call | |
| 3. Compliance with the Open Meetings Law | |
| 4. Public Comments | |
| Information | |
| 5. Adoption of the April 18, 2019 Agenda | Action |
| 6. Adoption of the April 18, 2019 Consent Agenda | Action |
| 7. Adoption of the Board of Commission March 21, 2019 meeting minutes | Action |
| 8. SDC Chairperson Report | Action |
| 9. SDC CEO Report | Action |
| 10. SD Foundation Report | Action |
| 11. SD Properties Report | Action |
| 12. Financial Update | Information |
| 13. Mandatory CSBG ROMA Board Training | Information |
| 14. Committee Reports | |

(Approved under consent agenda)

A. Program Planning Public Policy

SDC Briefing Papers:

- BP2409

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Sent with less than 48 hours' notice



Social Development Commission
Board of Commission Meeting
April 18, 2019 – 5:30pm
SDC 1730 W. North Avenue Board Room
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- BP2410

SDC Information Only Information

- BP2411

SD Foundation Briefing Paper Information

- None

SD Foundation Briefing Paper Information Only Information

- BP2412

B. Budget Finance & Resource Development Committee Action

15. Legal Report Action

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16. New Business Information

17. Old Business Action

18. Adjourn Action

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Social Development Commission

Board of Commission Meeting

March 21, 2019 – 5:30pm

**SDC 1730 W. North Avenue Board Room
Milwaukee, WI 53205**

March 21, 2019

Call to order by Board Chair, Stephanie D. Findley at 5:45p

Roll Call: A quorum was confirmed by Executive Support Manager, Abra Fortson

Members Present:

- Stephanie D. Findley Board Chair
- Vincent Bobot
- Daniel Gomez
- Alma Ramirez
- Elmer Moore Jr.
- George Matthews
- Craig Sanders
- Sara Van Winkle
- Donna Brown-Martin
- Terese Caro
- Matthew Boswell
- Nikki Purvis
- Rosemary Holley – TARP

Excused:

- Lelah Huntley
- Vi Anna Jordan
- Dr. Regina Smith
- Dr. Gary Williams
- Donna Brown-Martin

Absent:

- None

Compliance with Open Meetings Law: Confirmed

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Social Development Commission

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Announcements:

None

Adoption of the March 21, 2019 Meeting Agenda

- Motion to adopt amended and accept the agenda by Daniel Gomez
- 2nd by George Matthews
- The motion carried

Adoption of the March 21, 2019 Consent Agenda

- Motion to adopt by Daniel Gomez
- 2nd by George Matthews
- The motion carried

Adoption of the Board of Commission February 21, 2019 meeting minutes

- Motion to adopt by Daniel Gomez
- 2nd by Terese Caro
- The motion carried

SDC Chairperson's Report:

Board Chair Stephanie Findley reported that she'd met with Wisconsin Department of Administration Secretary, Joel Brennan. She reported that she'd asked Secretary Brennan review the decision to add the 3rd party vendor to the weatherization contract. She added in request that upon conclusion of those findings that SDC be made whole in a 40/40/20 flip between organizations.

Board Chair Findley reported that she had been working through a personal business matter herself. She reported that she owns a construction firm and is going through litigation with a vendor who contacted the city of Milwaukee and other entities she is attached to. She reported that she is relying on due process and is very interested in having it done. She reported that she would like to be transparent and would entertain questions.

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March 21, 2019 – 5:30pm

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Chair Findley reported that she'd also met with Mayor Tom Barrett a few weeks prior and talked about SDC. The Mayor reported that the City of Milwaukee Health Department is working with SDC on the lead issue. She reported that the City of Milwaukee is expecting money from the state to support lead lateral work needed and that this was a 1st step to a problem that does lead to a larger solution.

Chair Findley reported that a Nominating Committee had been assigned to the Board Elections which would occur during the June 2019 Annual Meeting. Those commissioners assigned are:

1. Vincent Bobot
2. Alma Ramirez
3. Sara Van Winkle

Commissioner Bobot asked that all commissioners who are remaining on the board think about opportunities.

Commissioner Terese Caro announced for the record that a special committee meeting would happen on March 22, 2019.

SDC CEO Report

SDC CEO George P. Hinton reported that SDC is in fact under contract with the Health Department and have been discussing the 2nd phase of abatement. SDC is working in collaboration with the City of Milwaukee, Sixteenth Street Health Center. He explained how the project would operate utilizing trained Community Health Workers in conjunction with identified partners.

Commissioner Craig Sanders asked if there was a tracking process that ensures what is actually being done. CEO Hinton responded with the program outlines and process noting that all addresses and contacts are provided by the city of Milwaukee. Community Health Workers (CHW) would focus on the areas with the highest concentration of those impacted.

CEO Hinton reported on the Customer Satisfaction Survey. He also gave a briefing on vendor recruitment efforts. He reported that he'd shared the agency vendor list with Commissioner Nikki Purvis for feedback and that flyers would be distributed the following day. Commissioner Purvis would push the information out through city channels.



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Commissioner Purvis added that her office is hosting a small business conference in April and noted that SDC could have a table there as well.

CEO Hinton reported that he'd received an e-mail from Alma Ramirez regarding UNISON whose Executive Director had to step down abruptly. SDC stepped in to ensure that seniors would not have missed service. He noted that the agency contract would let in June and that the funder is aware that SDC is interested in partnering to ensure work will continue to occur. He noted that Commissioner Ramirez was instrumental in helping this process happen successfully.

Mr. Hinton reported that the Election work team had been moving on the Election timeline. He reported the team had begun preliminarily identifying possible election sites by district and would secure by the following Friday.

Suggestions were made for various media outlets that could spread then news of the election by Legal Counsel James Hall and Board Chair, Stephanie Findley. Both recommended radio station 1510. Mr. Hinton said that the marketing department is working to get coverage across the county and that commissioners should share any ideas.

Mr. Hinton and SDC Executive Support Manger, Abra Fortson provided the report on the 2019 Summit on Poverty Collaboration with Marquette University. Ms. Fortson provided an overview of Marquette's expressed commitment to the 2019 collaboration. She noted that Saint A's is also participating with membership from Scaling Wellness in Milwaukee (SWIM).

Ms. Fortson explained that this year's theme is centering on Hope and Self-reflection and is still a working title. She explained that two brainstorming sessions had occurred and that a location is being examined. She explained to the group that the Hyatt Regency is off the table as its construction schedule now conflicts with the dates of the 2019 Summit on Poverty.

SD Foundation Report:

SD Foundation President Elect, Al Smith reported that SD Foundation has secured Leroi Butler as keynote speaker for the Plated! Event. The event will happen on April 25th. He appealed for contacts for invites. The event will occur at the Hilton Garden Inn/Park Place and the cost will be \$50.00 per person. Mr. Smith also encouraged SDC Board Members to make a commitment to attend. He also explained that UW Extension presenting a simulated experiencing of poverty.



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Mr. Hinton added that Plated! would be a wonderful opportunity to bring friends who may not understand the experience of poverty.

Stephanie Findley suggested that SD Foundation appeal to organizations to purchase tickets as well. Elmer Moore Jr. asked what the goal is for number of people attending. LaToya Jones responded, 200.

Mr. Smith reported that the Don Sykes Legacy Dinner 2019 is being worked on and that the SF Foundation is settling on a venue and would occur in concert with the 2019 Summit on Poverty.

Mr. Smith reported that the SD Foundation is continuing to look at adding new board members.

SD Properties Report:

SD Properties Chairman, Vincent Bobot reported the following:

- SDP Properties is working to refinancing the current loan and to secure additional financing for a new roof for \$160k. This includes a \$90k rebate.
- Also adding some windows to the front of the building.
- SDP also authorized a new expenditure for a more architecturally appropriate rendering that would complement the commercial corridor.
- 1810 New Roof
- Authorized the exploration of the purchase of the house directly across the street between the two parking lots owned by SD Properties.
- Updated maintenance and re-configurations occurring in the 1730 W. North Avenue Building

Attorney James Hall asked if SDP knew the cost of new renderings could cost. SDP Chair, Vincent Bobot responded, \$8,000. Chair Bobot said that SDP has a responsibility to the neighbors and funders to ensure that upgrades are aesthetically pleasing a respectful of the work being done in the neighborhood.

There was also discussion about what possibilities for support SDP can find to support the window effort. Elmer Moore suggested that SDP make public why this work is being done.



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Patrick Kirslenlohr shared the extreme cost savings SDC has realized since relocating and purchasing its own building. He noted that SDC cut their cost in 1/2 from \$80k monthly.

Financial Update:

Finance Dir. Patrick Kirslenlohr provided a financial report. He noted that this is the season where SDC comes closest to tapping into its cash flow due to cash being tight because funding disbursements are slower to come.

He noted that the line of credit if needed would only be used for a payroll. Mr. Hinton added that he wanted to let the board know the line of credit may need to be used.

Dan Gomez added that due depending on how the cycle falls is the reason the line of credit should be used. The interest rate is 3.99%. When we set up these lines we know that this is the reason we may have to use it.

Terese Caro asked if that was interest only. Mr. Kirslenlohr responded whatever amount we use we typically replace it within a week or two. That this is not a fund he utilizing but for emergency and to replenishing right away without penalty.

Committee Reports:

(All Reports were approved under the consent agenda)

SDC Briefing Papers:

- | | |
|--------|--------|
| BP2401 | BP2404 |
| BP2402 | BP2405 |
| BP2403 | |

SDC Information Only

Information

- None

SD Foundation Briefing Paper

Information

SD Foundation Briefing Paper Information Only

Information

- BP2406
- BP2407

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Board of Commissioners Meeting
1730 W. North Avenue Milwaukee, WI 53205
Meeting minutes

- BP2408

Legal Counsel –

A motion was made that Commission convene in closed session to consider item (s) above pursuant to Section 19.85 (1) (b), (c), (e,) (f), and (g) Wisconsin statutes, and may reconvene in open session to take action on items discussed by Vincent Bobot and was 2nd by Elmer Moore Jr.

A question was called by Sara Van Winkle whether or not notice had to be given. Vincent Bobot responded that the closed session had been noticed on the agenda.

A roll vote was taken:

Stephanie D. Findley Board
Chair – Yes
Matthew Boswell - Yes
Vincent Bobot – Yes
Daniel Gomez - Yes
Alma Ramirez – Yes

Nikki Purvis - Yes
Elmer Moore Jr. – Yes
George Matthews – Yes
Sara Van Winkle – Yes
Terese Caro – Yes
Rosemary Holley – TARP – Yes

The meeting reconvened in open session at 7:28p.

The following was reported out Legal Counsel:

- The board convened in closed session discussed a matter and took no action

New Business

None

Old Business

None

Motion to Adjourn: The meeting adjourned at 7:29p



April 2019 Briefing Papers for Action/Information

BP	Funder	Services/Program	Request	Refunding/New
Action Items				
BP2409	Wisconsin Dept of Justice	Youth Gang Diversion	\$320,400	Refunding
BP2410	WHEDA Foundation	Weatherization Deferral	\$25,000	Refunding
Total			\$345,400.00	
Information only				
BP2411	Employ Milwaukee – Eligibility	Career Services	N/A	New
Total				

Requests through the Social Development Foundation

BP	Funder	Services/Program	Request	Refunding/ New
Action Items				
BP2412	Waukesha Community Foundation	Youth Services/Youth Recreation	\$50,000	New
Total			\$50,000.00	
Information Only				
Total			0	

2019 Grants Status- To date

Agent	Total # of requests	Total \$ requested	Total # awarded	*Total amount awarded	New awarded	Total pending	Amount pending	Total denied	Amount denied
Agency-wide	24	\$1,628,868	7	\$820,493	\$32,576	15	\$763,400	2	\$45,000
SDF only	8	\$100,000	1	\$25	\$25	6	\$93,000	1	\$5,000

ROMA NEXT GENERATION & ORGANIZATIONAL STANDARDS: WHAT BOARDS OF DIRECTORS NEED TO KNOW

Presented by Marcy Harris
April 10, 2019

Materials prepared by Francie Mathes, MN Office of Economic Opportunity and Marcy Harris, Esq.

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CAA Board Roles & Responsibilities

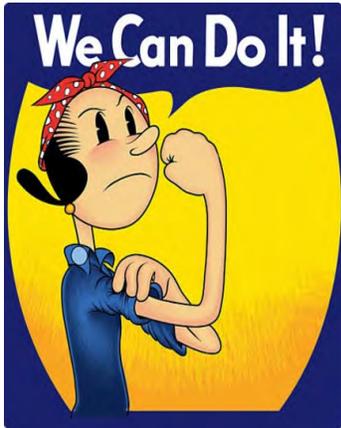
The CSBG Act states that boards must fully participate in the development, planning, implementation, and evaluation of programs supported by CSBG. Community Action Agency boards must balance their governance responsibilities against micromanagement.

Board minutes and assuring compliance with the Organizational Standards provide opportunities for Boards to demonstrate fulfillment of their responsibilities.

2

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Board Roles & Responsibilities



Strong Boards:

- ▶ Foster strong agencies, raise agency standing in community
- ▶ Focus on governance (not management)
- ▶ Make effective use of committees
- ▶ Thoughtfully evaluate board and leadership
- ▶ Skillfully recruit new members; assess and fill gaps
- ▶ Strictly Adhere to their Fiduciary Duties:
 - ▶ Duty of Care
 - ▶ Duty of Loyalty
 - ▶ Duty of Obedience

3

3

Fiduciary Duties

Duty of Care: discharge the duties of the position of a director in good faith, in a manner the director reasonably believes to be in the best interests of the organization, and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.

Duty of Loyalty: complete, undivided loyalty to the organization, avoid using director's position or organization's assets in a way which would result in any benefit for them or a family member.

Duty of Obedience: follow the organization's governing documents, carry out the organization's mission, assure that funds are used for lawful purposes and comply with relevant state and federal laws.

4

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Board Meetings

- ▶ What do your Bylaws say?
- ▶ Minutes: organizations are not required to, nor should they, record every detail or statement said at the meeting. However, there should be enough information to make the minutes useful should they ever be used for reference or offered as evidence that an action was properly taken or that directors fulfilled their fiduciary duties.
- ▶ Consent Calendar: a handy tool to take care of agenda items that need formal board approval but are routine in nature or have been thoroughly discussed during previous meetings. Consent calendar items can be approved all at once by adopting the consent agenda in one motion.

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Performance Management Framework

The New Performance Management Framework for Community Action contains the following elements:

- ▶ Local Theories of Change
- ▶ Organizational Standards
- ▶ State and Federal government agency Accountability Measures
- ▶ Results Oriented Management and Accountability system individual/family, agency and community measures for local agencies
- ▶ ROMA Next Generation - refinement of Accountability measures for government agencies and community action agencies (including Organizational Standards)

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ROMA and ROMA Next Generation

ROMA - Results Oriented Management & Accountability -- is a management and accountability process that is focused on the results achieved as a result of your agency's activities.

ROMA Next Generation (NG) builds on ROMA to improve CSBG Performance Management and Performance Measurement. ROMA Next Gen is a "complete package" of local, state and federal accountability that focuses on:

- ❖ National Community Action goals, particularly community-level activities
- ❖ improved data collection and analysis, locally and across the network
- ❖ a commitment to organizational excellence (Organizational Standards)
- ❖ continuous quality improvement across a complex system

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Theory of Change

☺ Each agency has underlying assumptions about the causes of, and solutions to, poverty that are based on experience and understanding of local circumstances and conditions. These assumptions guide the work of the agency now, but in many cases they have not been clearly recognized or stated.

☺ The Local Theory of Change identifies these assumptions and shows how they reflect information from the Community Needs Assessment.

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Theory of Change: Mission Statement

Community Action missions address supporting families and individuals as they become self-sufficient, and improving their clients' communities.

CAA missions should tie into the National Goals:

- Goal 1: Individuals and families with low income are stable and achieve economic security.
- Goal 2: Communities where people with low income live are healthy and offer economic opportunity.
- Goal 3: People with low incomes are engaged and active in building opportunities in communities.

Your mission statement should address two central themes:

- Why are we in business?
- What results are we trying to achieve?

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Theory of Change: Community Needs Assessment

It is important to create a “true picture” of the community or “community profile” – including a comprehensive range of the needs, issues, resources – not just the needs and issues the agency has programs to address.

Remember --

- A Community Needs Assessment takes a team and it takes time
- Plan before beginning (include Board in the planning)
- Surveying is a science
- Analyze and prioritize
- Report results to the community, use them in your planning, evaluation and communications with the community



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CSBG Organizational Standards

The CSBG Organizational Standards are an element of Community Action accountability that enhance Board oversight and management as they carry out their responsibilities.

The 58 Standards address three broad categories:

- ❖ **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

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CSBG Organizational Standards

Maximum Feasible Participation

1. **Consumer Input and Involvement (Standards 1.1-1.3)**
 - ▶ Demonstrates low-income individuals' participation in planning and activities
2. **Community Engagement (Standards 2.1-2.4)**
 - ▶ Demonstrates involvement with partnerships
3. **Community [Needs] Assessment (CNA) (Standards 3.1-3.5)**
 - ▶ Conducted a CNA and issued report within past 3 years
 - ▶ CNA includes assessment of data, key findings on needs
 - ▶ Governing Board formally accepts completed CNA

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CSBG Organizational Standards

Vision and Direction

4. Organizational Leadership (Standards 4.1-4.6)

- ▶ Board demonstrates it has reviewed mission statement within past 5 years
- ▶ Community Action Plan documents use of ROMA, tied into community assessment. Board must approve Plan and receive at least an annual update on the success of the Plan
- ▶ Succession Planning: Board has approved a written plan for emergency, short-term, permanent absences/vacancies
- ▶ Risk Assessment: comprehensive risk assessment has been completed within past 2 years and reported to Board

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CSBG Organizational Standards

Vision and Direction (cont.)

5. Board Governance (Standards 5.1-5.9)

- ▶ Tri-Partite Board in place? Democratic selection process? **Document!!**
- ▶ By-Laws: reviewed by attorney within past 5 years, distributed to board within past 2 years? **Document these actions!!**
- ▶ Board meets, establishes quorums, fills vacancies in accordance with Bylaws? **Document!!**
- ▶ Conflict of Interest Policy: signed by Board members within past 2 years. **Document!!**
- ▶ Structured Orientation for new members w/in 6 mos.? **Document!!**
- ▶ Board receives training on roles & responsibilities every 2 years. **Document!!**
- ▶ Board receives programmatic reports at each regular Board meeting. **Document!!**

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CSBG Organizational Standards

Vision and Direction (cont.)

6. Strategic Planning (Standards 6.1-6.5)

- ▶ Have a current mission statement, focused on poverty.
- ▶ Programs align with mission; linked to Community Needs
- ▶ Approved Strategic Plan includes Family, Agency & Community Goals; Board can choose to focus on one, two or all areas
- ▶ Consumer Input/Feedback Key Part of Strategic Plan
- ▶ Board must approve the strategic plan -must be conducted at least every 5 years - **Document!!**
- ▶ Board receives at least an annual progress report on meeting strategic goals - **Document!!**

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CSBG Organizational Standards

Operations and Accountability

7. Human Resource Management (Standards 7.1-7.9)

- ▶ Written personnel policies have been reviewed by an attorney and approved by the Board within the past 5 years.
- ▶ Board **annually** conducts a performance appraisal of the CEO/executive director & review of compensation
- ▶ Whistleblower policy that has been approved by the Board.

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CSBG Organizational Standards

Operations and Accountability (cont.)

8. Financial Operations and Oversight (Standards 8.1-8.13)

- ▶ Audit: completed annually by CPA. Auditor presents to Board, Board receives and accepts the audit
 - ▶ Findings from prior year's audit assessed and addressed by Board
 - ▶ Organization solicits bids for audit every 5 years
- ▶ 990 is completed annually, made available to Board for review
- ▶ Financial reports presented at each meeting - includes revenue/ expense comparison, balance sheet
- ▶ Board annually approves organization-wide budget
- ▶ Fiscal policies approved by Board. Reviewed by staff every 2 years, updated and approved by Board as necessary
 - ▶ Written procurement policy reviewed by Board every 5 years
 - ▶ CAA has indirect cost rate or cost allocation plan
 - ▶ Written policy for record retention and destruction

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CSBG Organizational Standards

Operations and Accountability (cont.)

9. Data and Analysis (Standards 9.1-9.4)

- ▶ Systems in place to track and report demographics, services, and outcomes
- ▶ Board annually reviews and approves agency's outcomes and any operational or strategic program adjustments and improvements identified as necessary
- ▶ Annual CSBG reports submitted by agency

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Organizational Standards: Wrap-Up

While the Organizational Standards cover a lot of activity, remember:

- ❖ Role of the Board has not changed - still responsible for fiduciary duties, policy-setting
- ❖ Resist the urge to “get into the weeds” or to micro-manage
- ❖ Recommendations
 - Obtain a copy of the most recent Organizational Standards submission in preparation for the next submission.
 - A Board committee set up to review the Standards and assure continuous improvement and compliance
 - Review the Calendar at least annually to assure the Board and the agency are meeting requirements

RECEIVE, REVIEW, DISCUSS, ACCEPT/APPROVE!



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CSBG Annual Report

- ▶ Identifies 3 National Goals (down from 6)
- ▶ Divided into Modules (not sections)
- ▶ Integrates the Organizational Standards
- ▶ Utilizes the Online Data Collection System - OLDC - to collect and analyze information
- ▶ Significantly increases reporting burdens

Board must review and approve the Annual Plan and Annual Report



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CSBG Annual Report: Module 1

Module 1: State Administration

Module 1 is completed by the State CSBG office and measures state activities, monitoring results

Module 1 includes information on:

- ❑ State administration of CSBG funding
- ❑ Use of State administrative funds and discretionary funds for staff positions, technical assistance
- ❑ Progress of CAAs in meeting Organizational Standards
- ❑ Progress of State in meeting accountability measures
- ❑ Information on State monitoring activities, details about any CAA Quality Improvement Plans
- ❑ ROMA support for CAAs and CAA continuous improvement efforts

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CSBG Annual Report: Module 2

▶ Module 2: Expenditures, Capacity and Resources

- ▶ Completed by the CAA
- ▶ Reports on agency capacity and how the agency uses its CSBG (and other) funds
- ▶ **Section A: CSBG Expenditures by Eligible Entity.** Expenditures are reported by Domain (outcome category, e.g. Employment, Housing, Health & Social/Behavioral Development, etc.)
- ▶ **Section B shows different strategies that agencies employ - besides CSBG money - to build capacity**
 - Hours that Board Members, Agency staff engaged in capacity building activities
 - Volunteer hours; Staff certifications
 - Number and types of organizations that CAA works with to expand resources and opportunities
- ▶ **Section C:** reports on the resources (funding) other than CSBG, that the agency has



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CSBG Annual Report: Module 3

- ↳ Module 3 reflects a renewal of the CSBG network's understanding of the necessity of working toward community change as well as individual and family outcomes.
- ↳ Module 3 creates the reporting space for community action agencies to tackle complex community-level issues
- ↳ Module 3 is divided into 3 Sections, all of which are new
 - A) Initiative Status Form
 - B) National Performance Indicators
 - C) Strategies List, which is not a reporting form.

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CSBG Annual Report: Module 4

At the individual and family level, ROMA Next Generation renews the community action focus to connect outcomes, services and participants to facilitate robust analysis.

- **Outcomes** (Examples): Obtained jobs, completed education, increased income, improved parenting, secured housing (Proposed Family Level Performance Indicators)
- **Services** (Examples): Job Training, Work Experience, Scholarships, Financial Education, Support Groups, Housing Counseling, Food Assistance (Family Level Services).
- **People**: Unduplicated count of people served. All participant characteristics (income, job status, education, etc.); and, participants at the time they first engage.

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How Does This All Fit Together?



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Resources

- ❑ National Community Action Partnership: series of You Tube videos designed for Boards on each category of Organizational Standards.
<https://www.communityactionpartnership.com/menus/organizational-standards.html>
- ❑ The National Community Action Partnership Risk Assessment tool:
https://communityactionpartnership.com/online_tools/risk-management-portal/
- ❑ CAPLAW website: Tools for Top-Notch CAAs:
<https://www.caplaw.org/resources/publicationdocuments/topnotchtoolkit.html>
- ❑ The National Association of State Community Services Programs: www.nascsp.org, has a lot of information about the Community Services Block Grant, ROMA Next Gen and the Annual Report

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Conclusion & Acknowledgements

Questions about Board roles & responsibilities?

Questions about the Organizational Standards?

*Training & technical assistance is available
for your agency!*

~Thank you for your time ~

Materials prepared by Francie Mathes and Marcy Harris, Esq.

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