

CAAP BOARD OF DIRECTORS MEETING

CEO REPORT ON CAAP ACTIVITIES FOR THE PERIOD APRIL 21, 2015 – JULY 15, 2015

1) KEY FOCUS AREAS

Public Policy/Partnerships

- Participated in four Coalition for Low-Income Pennsylvanian's (CLIP) meetings.
- Participated in five Better Choices for PA coalition meetings. Participated in the Better Choices for PA press conference regarding HB 1164 child care benefits cliff on June 11, 2015.
- Participated in Raise the Wage PA email correspondence.
- Participated in LIHEAP Advisory Committee Meeting on May 13, 2015.
- Participated in four Making Work Pay coalition meetings.
- Participated on a conference call with Secretary of Policy and Planning, John Hanger, on June 12, 2015 to discuss the PA Food Security Coalition hunger brief titled, "Hunger Challenge – A Briefing Paper for Governor Wolf".
- Liaison with the National Community Action Foundation regarding HR 1655.
- Participated in the PA Food Security Coalition meetings. In particular, supported coalition in opposition to HB 222 which would re-impose a ban on SNAP (food stamps) and other public benefits for people with a drug felony conviction.
- Worked with House Majority Leader Dave Reed's staff in support of HB 1164 which would smooth out the child care benefits cliff. Wrote an op-ed about HB 1164 which was published in the Harrisburg Patriot News and PennLive.com.

Organizational Standards

We have reviewed the assessments completed by Pennsylvania CAA's. Risk Assessment is a critical need for most agencies to complete and they are requesting technical assistance on doing so. This has also been recognized on the regional (Region 3 RPIC) and national level, and CAAP has been a voice asking the Community Action Partnership to provide guidance. The Partnership has now scheduled a two-part webinar on Risk Assessment on July 23rd and August 13th.

We will continue to work with DCED on evaluating CAA needs to meet the standards during 2016 and will use RPIC funding to sponsor training as needed.

Needs Assessment Tool

The tool's URL was changed in late June with less than 24-hour notice. We sent out immediate notice to all PA CAA's and changed the link on our website. The University of Missouri has broached the idea of moving the report into the Community Commons format, incorporating GIS mapping into the report. While the university asked about doing so later in 2015, we recommended implementation in 2016 to ensure no agency's current Community Needs Assessment would be adversely impacted by these changes. The CNA work group will reconvene this fall to review this proposed transition.

ROMA training

We continue to coordinate ROMA trainings to meet our members' needs. Since April, we had statewide training the day before the CAAP Conference for 18 staff members from 8 CAAP member agencies, conducted on-site trainings in May for Warren-Forest (staff), Somerset (board, staff), and Schuylkill (staff), and in June for Monroe (board) and Westmoreland (board, staff). We are setting up staff trainings for the Central PA Community Action (Clearfield and Centre) and Chester County and have a board training scheduled for Schuylkill in September.

Schuylkill's board training may change as during a June meeting, DCED allowed that our Board Introduction to ROMA video, located on our website, may be used for board trainings. Their concern had been the time lapse between board members' viewing of the video.

Additionally, we are working with other ROMA trainers and ROMA trainer candidates to conduct the balance of future ROMA trainings. The Region 3 ROMA Train-the-Trainer event was held in May. This is Phase II in becoming a certified ROMA trainer. Pennsylvania had 4 candidates attending, and a 5th candidate will take the course in July at the Region 4 classroom (he had scheduling problems for the Region 3 classroom). A 6th candidate had to bow out after the Phase 1 on-line training, but is slated to resume Phase II in 2016. One of the new candidates helped with the Westmoreland training and we plan to team the others up with other experienced trainers as trainings are scheduled.

Currently in Pennsylvania we have 21 NCRTs and 7 candidates (2 carry-overs from previous years). Of this number, 5 are no longer part of the Community Action network due to career moves although 3 still have limited interaction. Of the 16 NCRTs within the network, 11 have been active in training with other agencies over the past 2 years. We hope to get the remaining 5 active again as we add the new candidates. Given Organizational Standard 4.3 requiring CAA's to use the services of a ROMA Trainer (or equivalent) to prepare and implement both the agencies' work plans and strategic plan, there will be significant demand for services.

ROMA Next Generation

We continue to get a better understanding of this effort in performance management to use with CAAP members, having assisted Dr. Barbara Mooney with a training at the Maryland Community Action Association conference in May and attending a session at the CAPLAW conference in June. Through the RPIC, we will provide additional resources for members, especially aimed at strategic planning within the Theory of Change.

Shared Services

Human Resources

- Community Progress Council has completed its contract to have Level 3 services provided by HR Resolutions.
- We are reviewing a new – lower – cost structure of services recently submitted by HR Resolutions. More information will be available shortly.

Member Support

- We continue to conduct monthly Work Ready calls that further interaction and information relaying between Work Ready program staff and DPW/BOP staff. The call also allows the WR program staff in its own separate session to discuss issues that peers may be able to assist. We encourage questions to be provided a week ahead of the meeting, with the intent of having the best answers possible during the meetings. The format and process seem to be working quite well.
- Provided Governance training to Monroe County Grants office

CAAP Strategic Plan Progress

Sustainability	
Goal – Diversify revenue sources to include unrestricted funds, donations, planned giving and contributions.	
Action Steps	Metrics
Initiate an “associate” level membership to non-CAA’s that provides limited benefits, discounts, information sharing.	<p>2015, Q1 - Research a minimum of 5 other associations that have adopted an “associate” level membership option.</p> <p>2015, Q2 – Select model; develop fee structure.</p> <p>2015, Q3 – Identify and solicit a minimum of 10 non-Community Action organizations for membership.</p> <p>2015, Q4 – A minimum of 4 organizations join as “associate” members.</p> <p>2016 – Add 2 additional “associate” members.</p> <p>2017 – Add 2 additional “associate” members.</p>
Design and implement a fee-for-service model for various professional services (i.e. fundraising, marketing, training, IT, etc.) which mutually benefit CAAP and local CAA’s.	<p>2015 – Developed business plan for fee-for-service model.</p> <p>2016 – At least one local CAA has utilized fee-for-service option.</p> <p>2017 – Expanded utilization of fee-for-service options.</p>
Explore the development of a charitable giving, endowment/bequest/planned giving program.	<p>2015 – Identify legal and financial implications through discussions with consultants and other associations. Develop policies and procedures to implement fund development plan.</p> <p>2016 – Board approved fund development plan.</p> <p>2017 – Initiated plan.</p>
Develop a strategy for CAAP to become the fiscal agent to allow member agencies to collectively apply for large/geographic scale initiatives as sub-grantees.	2017 – At least one award in place.
Develop fee-based specialized training sessions and opportunities for network, general public and other	2015 – Determine types of sessions – recreational, educational, social, legislative, motivational, etc. that

organizations.	<p>can be supported by the community.</p> <p>2016 – Hold 1 event which nets a profit.</p> <p>2017 – Hold 1 event which nets a profit.</p>
Promotion	
Goal – Define and promote the value and Return on Investment for membership in the CAAP.	
Action Steps	Metrics
Publicize the value and advantages of membership.	<p>2015 – Define “What does the Association do for its members?”</p> <p>2015 - Survey of member agencies on knowledge of member benefits.</p> <p>2015 – Provide a comparative analysis of other State Community Action Associations on benefits, services offered, best practices, etc.</p> <p>2016 – Realign memberships with best/innovative practices and needs in the Community Action network.</p> <p>2016 – Communicate benefits of members to entire network through electronic, print, face-to-face and other means.</p>
Identify and share outcomes that highlight the network’s achievements.	<p>2016, Q2 – Obtain COPOS-IS state-wide results from DCED and prepare a network report annually and ongoing to legislators, membership, general public, funders, stakeholders.</p> <p>Ongoing – Continue to recognize the accomplishments of member agencies through the Self-Sufficiency Awards and Distinguished Service Awards at the annual conference.</p> <p>2016 – Create an “Innovation Award” recognizing community level work/innovative practices on a local level by Community Action agencies.</p>
Celebrate the strength of the network as a collaborative whole.	Ongoing - Maintain a 95% or better membership rate.

Knowledge Sharing	
Goal – Initiate a platform for open dialogue.	
Action Steps	Metrics
Use technology to promote dialogue, participation in trainings/meetings, networking and information sharing.	<p>2015 – Explore mediums of communication including webinars, video/teleconferences, social networking, etc., while considering pricing and technology needs on the local level.</p> <p>2016 – Roll out new technology for CAAP annual conference which will allow for virtual participation.</p> <p>2017 – Implement for regional meetings, state-wide trainings, network updates, etc.</p>
Establish regional meetings for similar purpose staff (i.e. program directors, fiscal directors, direct service staff, IT, communications/marketing, etc.)	2015 – 2017 - Hold 2 meetings per year/per state region/per targeted group.
Expand networking opportunities to include entire R3PIC region and like-minded organizations.	<p>2015 – Identify 5 key areas for training/resource sharing.</p> <p>2016 – Coordinate/conduct two region 3 meetings based on key areas identified.</p> <p>2017 - Coordinate/conduct an additional two region 3 meetings based on key areas identified.</p>
Capacity Building	
Goal – Strengthen the role of Community Action agencies in the provision of anti-poverty initiatives.	
Action Steps	Metrics
Enhance annual conference by offering deeper dives into national trends and hot topics.	<p>2015 – Build capacity within Community Action network to provide in-depth and practical knowledge on topics.</p> <p>2016 – 2017 - Present topics such as the Super Circular, Organizational Standards, ROMA Next Gen, IS changes, legislative changes, etc., for in-depth work sessions during the annual conference using in-network experts to complement national speakers.</p>
Create a structured training program for Community Action Staff.	2016 – Implemented standard method for new staff orientation.

	2016 – Implemented standard method for new/emerging leader training.
Bolster CAAP’s role as the “common voice” for the Community Action network related to all policy and programmatic matters.	2016 – Quarterly network surveys on policy and programmatic issues. 2016 – 2017 – Formalized report reflecting network achievements, barriers, challenges, and innovations presented to DCED and legislators quarterly.
Enhance role as a clearinghouse for national and state-wide matters that impact local agencies, such as needs assessments, marketing, risk assessments, organizational standards, ROMA, state and federal accountability measures, and regulatory changes.	2015 – Developed centralized listserv and/or electronic forum for information sharing.

Under ***Sustainability and Promotion***, Dan asked other state associations attending the CAPLAW pre-conference about associate membership. None of those in attendance (about a dozen associations) had that membership. Through the end of August, we will canvass all associations to determine associate membership and charitable giving options any may have.

Under ***Knowledge Sharing***, we are to identify 5 key areas for training/resource sharing during 2015. To date, we have identified performance management, community assessment tools, and risk assessments.

2) INTERNAL OPERATIONS

Funding

CSBG

- Prepared FSR and invoices for March/April/May grant activities
- prepared and submitted Q3 2015 allocation Budget documents
- DCED Fiscal Monitoring for 12/1-12/31/14 period – finalized documentation submission including CAAP dues schedule, travel and per diem accruals, and depreciation schedule. Prepared and submitted final monitor report response.

- Supercircular Compliance re Indirect Allocation Rate –prepared CAAP total agency worksheet for Q2, 2015 for CSBG grant compliance. Attended Uniform Guidance Update regarding the CFR.

Federal Grants

VISTA

- Prepared and submitted 3/31/15 federal cash management report.

R3PIC

- Prepared 3/31/15 federal cash management report.
- Prepared monthly YTD budget to actual expenditure reports
- Prepared FY 2016 grant budget to comply with the CFR.

Operations

Financial Statements

- Prepared April, May, and June month end agency financials; added notes to financial statements; prepared comparisons to budget for CAAP Operating; and CAAP Dues reports for monthly Executive Committee and Board review. Forwarded weekly investment activity updates to Board President and Treasurer.

2016 CAAP Budget

- Prepared revenue and expenditures documents with explanations and comparison to 2015 budget; met with staff to ensure grant and operations budget requirements;
- reviewed for CFR compliance;
 - (1) benefits worksheet with positions salary and benefits justifications;
 - (2) cost allocation line item worksheets for budget support;
- Scheduled Finance Committee conference call for review of budget and 6/30/15 CAAP financial and budget recommendation to Board at July 15, 2015 meeting.

Other

- Prepared Q3 2015 payroll tax reports and payments for IRS, PA, PAUC and local withholdings.
- Prepared and submit PA Lobby 3/31/15 report.

- Prepared banking and line of credit loan documents signature changes required due to change of Board President and Treasurer. Prepare bank update questionnaires and submit documents as required.
- CAAP Conference –Prepared final revenue/expense reconciliation for review with staff and CEO.
 - Responded to assistance requests from network finance staff regarding CSBG issues..

3) COMMUNICATIONS

CAAP Website

- For the time period of April 1 – July 1, the statistics are:
 - 3,340 CAAP website visits (sessions). Up 932 visits from Jan – April 1, 2015.
 - 75.3% were first time visitors.
 - Website visitors viewed an average of 3.75 pages for an average of 1 minutes, 52 seconds.
 - Researched and began preparations to update the CAAP website.
 - Received seven quotes: Average price quotes ranged from about \$5,000 - \$10,000. Min was \$3,200; Max \$50,000
 - Selected Firespring as website refresh vendor. www.firespring.org. Website set up plus first month service fee is \$3,200. Starting in August CAAP will be charged a monthly Firespring website service fee of \$159 per month. On June 25, CAAP began website development with Firespring.
- CAAP’s social media presence has steadily increased.
 - Facebook: CAAP has a total of 238 “likes” (up 11 since April 1), with an increased posting of pictures from CAAP activities such as ROMA trainings and May National Community Action month.
 - Twitter: Regular posts, at least one per week, have kept CAAP’s presence high. CAAP now has 474 “followers” (up 41 since April 1) and 684 “tweets” (up 26 since April 1).

Member Services

- Encouraged members to participate in May National Community Action Month. Provided supportive material and guidance.

- Participated in a site visit and tour at the Community Action Committee of the Lehigh Valley on April 28, 2015.
- Managed five listserv lists through L-Soft.
- Responded to multiple member requests for information.
- Volunteered to run two workshops for the Central PA Food Bank Annual Conference. Recruited co-presenters and planned the presentation format and content.
- Published three monthly newsletter and three policy and advocacy updates. Average CAAP Update Newsletter “click-through rates are 39% with over 180 readers reached per newsletter.

2015 – 2016 Annual Conference

- 2015 CAAP Annual Conference was a success!
 - 20 workshops, 5 keynote speakers, two award ceremonies, four meals, networking breaks with exhibitors, and a hospitality suite were offered.
 - 245 officially registered attendees and vendors plus 15 speakers.
 - Holiday Inn staff exceeded expectations.
 - Received an overall conference evaluation satisfaction rating of 91%.
- 2016 CAAP Annual Conference planning has begun
 - New logo and theme created
 - New conference registration form and payment processing under development and will be integrated with new website
 - Plans to refresh the conference committee have begun

4) GRANTS AND DEVELOPMENT

2015 Regional Performance and Information Consortium

As the lead agency for Region 3 (DC, DE, MD, VA and WV), we are now in the midst of preparing the grant continuation application due July 15th. The grant focus is to assist CAA’s in understanding and achieving organizational standards and performance standards as they are decided and released by OCS. Many of the same activities will continue from the current grant (ED mentoring, governance training) but as noted above we will be including T/TA for Risk Assessment and Theory of Change. We will receive a total of \$40,000 for the grant administration, and \$62,500 for in-state work for the grant’s mission. The RPIC has a regional

task group consisting of local CAA members, state office representatives and state association representatives to review and comment upon changes and implementation of performance management measures being issued.

Staff Training

- CAPLAW Conference – Portland, OR - Director of Development attended the RPIC/State Association pre-conference meeting with CAPLAW, the Partnership and OCS. One Stop Help Centers will be pushed by OCS, incorporating bundled services. The World Child Poverty effort will seek 10 communities across the nation to receive TA on a multi-generational and bundled services approach. The Model State Plan is in final testing and OMB review; OCS will survey to make sure state offices are working with state associations and CAA's to develop and implement the plan. Under the Workforce Innovation and Opportunity Act, one stop centers and connections to community colleges will be pushed. OCS emphasized again that out of the Organizational Standards, they expect state offices to work with troubled CAA's to develop Quality Improvement Plans/Technical Assistance Plans that are centered on building the agency's compliance and not on repercussions of noncompliance; there will be templates and committees developed toward that goal. Dan also attended a couple sessions on Uniform Guidance (the current name for the Super Circular) and brought back material to share with Jane to better ensure CAAP's compliance.
- CFO attended Health Care Symposium given by Highmark Broker regarding employee benefits and IRS filing requirements.

5) CAAP VISTA PROGRAM

7 VISTAs are currently serving at the following sites:

- CAAP - VISTA Leader
- *United Way of Berks County (1)
- Community Action Southwest (1)
- CHESCO (1)
- CAP Mercer (1)
- Berwick Area United Way (1)

- CASA of Lancaster County (1)
- *1 Early Termination 5/29/2105

Project Application:

- The 2015-2016 CAAP project application was submitted and approved by the Corporation for National service. The project application included 5 ongoing and two new.

2015-2016 VISTA Projects:

- Ready. Set. Read! - UW of Berks Co
- Food Access/ Nutrition – Berwick Area United Way
- Faith Based Decades to Doorways - CHESCO
- Veterans Vocational Training- CAP Mercer
- CASA Lancaster County - CASA Lancaster
- Circles - East Liberty Development, Inc. (New)
- Data Development - Susquehanna County Interfaith (New)

Recruitment:

- Recruitment is underway to fill slots for approved projects. Three agencies were recruiting for 6 slots needing to be filled in time for the July Preservice Orientation (PSO). Four were filled. United Way of Berks County and CAP Mercer County are recruiting for the August PSO. Berwick Area United Way and CASA Lancaster began recruiting for the November PSO. CAAP is currently still recruiting for the VISTA Leader position. PSO for this position is scheduled for September. Several candidates have been interviewed but no selection has been made at this time.

CAAP Annual Conference:

- All VISTAs were in attendance at the CAAP Annual conference. The VISTAs attended workshops of their choice, as well as assisting with various conference activities. The VISTAs manned an informational booth during each networking break. During these breaks the VISTAs were able to provide information about the projects they are currently serving on as well as taking advantage of the networking opportunity with various conference attendees. Current VISTAS presented a workshop on the program offering

information through a panel discussion. They were joined by VISTA Alum Mayer Foner who served as a VISTA in 1965.