CAAP BOARD OF DIRECTORS MEETING

CEO REPORT ON CAAP ACTIVITIES
FOR THE PERIOD
JULY 20, 2016 – OCTOBER 19, 2016

1) KEY FOCUS AREAS

a) Public Policy

Over the past two months, public policy efforts were mostly focused on preparations for, "Embracing Change – A Community Action Symposium".

- The following are speakers who presented on public policy issues at the symposium:
    - DCED staff provided critical statewide public policy updates. Tony Payton, Deputy Secretary for Community Affairs and Development at DCED provided an overview
    - Mark Shriver from Save the Children Action Network provided a keynote talk about his advocacy experience from a national perspective
    - Bill Stanfield from Metanoia Community Development Corp. provided a keynote talk about his experiences with community development advocacy
    - Debbie Weinstein from Coalition on Human Needs provided an overview of the US Census Bureau's 2015 income, poverty, and health insurance statistics
    - Marc Steir and Jeff Garis from PA Budget and Policy Center provided a short budget update and then focused on useful advocacy strategies and tactics
    - Kerry Smith from Community Legal Services of Philadelphia provided the latest updates on how predatory lenders are trying to bring payday loans in PA and how to advocate against such tactics
    - Mark Price from the Keystone Research Center provided the latest updates on the progress of increasing the minimum wage in PA
- State Budget
    - Supported Better Choices Coalition budget advocacy activities. The goal of these activities was to encourage an on time budget and to increase funding for Human Services
- Focused on new legislation geared towards preventing high cost installment loans being made in Pennsylvania (i.e., predatory lending or Payday lending such as Check N' Go)
- Participated in the LIHEAP Advisory Committee Meeting on August 24th, 2016
- Participated in Coalition for Low-Income People (CLIP) Steering Committee meetings (August 14th and 25th)

b) Organizational Standards

Work with the standards has continued on all levels, with the aim of having all CAAs in full compliance during 2017.

The main thrust of assisting compliance since July has been setting up and running the Embracing Change Symposium on September 19 – 22. The first day was focused upon Risk Assessment. CAAP was quite pleased to obtain national consultant WIPFLi for an interactive explanation and demonstration of conducting a risk assessment as required in Organizational Standard 4.6. The second day of the symposium focused upon Data Analysis, with national consultant Paige Teegarden leading a "how to" Data Analysis session and NASCSP's Rae Tamblyn relating COPOS information to operations, policy and promotions. Data Analysis is involved directly and indirectly in each of the Organizational Standards' 9 categories.

Nationally, CAAP continues to serve on the Community Action Partnership's CSBG Working Group and have met a few times as part of that group's Human Resources Committee. Since July there has been no further action.

On the agency level, we are working on CAAP's own compliance with the standards and taking the steps to bring us into compliance. Due to the time spent on the Embracing Change Symposium, we have had no time since July to focus upon CAAP's compliance. We will again turn our attention to this during the fall and winter with the goal of being set to comply in the Spring of 2017.

c) Community Needs Assessment Tool

Megan Shreve and Dan have discussed with the University of Missouri CARES team the intent is to move the tool to the Community Commons platform. CARES has already done this for the Missouri, New York and national CNA tools. The platform allows for Geographic Information System use in addition to other enhancements. Given that the original development of the tool saddled CAAP with depreciation costs during auditing, SCCAP made the application and received CSBG Discretionary funding from DCED to fund this move. Members from the original CNA work group of PA CAAs have met and emailed about the changes, including datasets for the tool. Most of the work will be completed shortly.

Due to this move, there will be no maintenance costs from CARES this year. Penn State Data Center will still charge for their data updates. Last year's PSDC cost was $3,850 and it should be similar this year, meaning a charge of $87.50 for each of the 44 Pennsylvania CAAs.
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d) ROMA Training

Four candidates were trained in July as NCRTs. We will continue to work to schedule the trainings, using some of the new candidates whenever possible so they can get their practice sessions completed toward certification.

A scheduled ROMA training in September for Trehab has been indefinitely postponed at the agency's request but will likely occur in early spring 2017. The Commission for Economic Opportunity in Luzerne County has also requested ROMA training for early November and we are working with NCRT candidates to set the training. Scranton-Lackawanna has requested both board and staff training for April 2017.

Organizational Standard 4.3 requires the use of an NCRT or equivalent to assist in the implementation of each agency's work plan and strategic plan to follow the ROMA cycle. The Association of Nationally Certified ROMA Trainers (ANCRT) has developed an "equivalent" position of Nationally Certified ROMA Implementer. The NCRI training requires less time, but gains the trained staff the ROMA knowledge and certification to be able to guide implementation with ROMA principles.

Dan has also worked with ANCRT on developing a curriculum for Community Action subcontractors. We have developed the framework for half-day training. We will run this by other PA NCRTs in late October for their input.

e) ROMA Next Generation

CAAP has continued to participate in RNG national and regional forums and express concern over funding the changes and the time period. We have expressed our concerns during national calls and forums at national meetings.

There appears to be a recent positive shift on the part of OCS to address some of our concerns. During a national meeting held the same week as our Embracing Change Symposium, there was discussion between OCS, national partners, and representatives of state associations and local CAA's in Washington, DC. Participants have reported considerable progress at recommending simplification of reporting of community level initiatives and raised serious concerns about the ability of agencies to collect data on characteristics for new households and individuals. If these recommendations are adopted by OCS in the document that will be released for thirty-day comment, the burden of time and cost on local CAAs would be reduced. While OCS made no commitment to accept the consensus recommendations that were developed by this group, the comments and

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recommendations made on specific concerns will be seriously considered by OCS and NASCSP as this process goes forward.

We expect RNG details will be worked out by year's end and the final OMB review completed. Whether the implementation schedule is slowed down or not, the various aspects will be better defined. Recognizing that RNG will be a part of our operations, CAAP is looking to provide a 1-1/2 day ROMA Next Generation symposium by the md-point of 2017 for CAAP members. We will use a mixture of RPIC and DCED grant monies to fund a T/TA event for a better understanding of RNG requirements and its effective implementation. The National Association for State Community Services Programs (NASCSP) is heading up the ROMA Next Generation Center for Excellence and CAAP has reached out to NASCSP to develop the symposium.

f) Member Support

- Worked with PA Department of Banking and Securities to promote and plan a free webinar about ways their department can support CAAP Member agencies. 38 people participated from agencies across the state
- Supported Tri-County Community Action Poverty Simulation on three separate days
- Worked with APPI Energy on providing an energy savings initiative for CAAP Members
- Tracked state policy news. Wrote overview updates for dissemination to the membership via social media, emails, and newsletters
- Responded to multiple member requests for information
- Published 2 monthly newsletters and 1 policy and advocacy update. Wrote a special report on Payday Lending. CAAP now has 543 people signed up for the newsletter.
- Planning the production of one overview video and two training videos that will be located on CAAP's website. The purpose of the overview video is to provide website visitors with a concise overview of Community Action, what we do, and why they should care about our cause. The purpose of the training videos is to provide CAAP members with a strong understanding of:
  - o Organization Standard 4.6 regarding risk assessment
  - o Improve agency knowledge of how to make better use of data collected through tools such as the Needs Assessment tool on CAAP's website
  - o How to better integrate and use COPOS data for agency planning, operations, and reporting to achieve meaningful outcomes and results

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- We continue monthly Work Ready calls that further interaction and information relaying between Work Ready program staff and DHS staff.
- We assisted several agencies re organizational standards, needs assessment password resets and technical questions, proposed DCED directives and national news/trends matters. We have also issued PA network questions on behalf of members seeking self-sufficiency program scholarships, job descriptions, salary surveys, and pediatrician assistance. Additionally, we have offered information and resource links on grants writing course, bundling services, homelessness, weatherization, two-generation approach and customer satisfaction.
- CAAP conducted governance and ROMA training for the Allegheny County Department of Human Services Advisory Board on June 13th. Nine board members attended the training.
- CAAP is facilitating the CCAP program for PA members interested in becoming certified. Ten people expressed interest in joining the program although only 4 actually have actually applied.

g) CAAP Strategic Plan Progress and Update

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.	2015, Q1 - Research a minimum of 5 other associations that have adopted an "associate" level membership option. 2015, Q2 – Select model; develop fee structure. 2015, Q3 – Identify and solicit a minimum of 10 non-Community Action organizations for membership. 2015, Q4 – A minimum of 4 organizations join as "associate" members. *Progress: *See attached report* 2016 – Add 2 additional "associate" members. 2017 – Add 2 additional "associate" members.
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.	2015 – Developed business plan for fee-for-service model. *Progress: Designed a fee-for-service model:* ***See attached "Fee-Based Training Support and Follow-up Online Training Sessions" business plan.* *Business plan covers fee-for-service model for professional services and fee-based specialized training sessions.*

	Fee based training sessions: Conference workshops (April 20-21) and ROMA Training (April 19)
	2016 – At least one local CAA has utilized fee-for-service option. *Progress: Fee based training sessions: Conference workshops (April 20-21, 2016) and ROMA Training (June 2016). ROMA Next Generation Symposium (May 2017) and Collaborative Annual Conference (Fall 2017)* 2017 – Expanded utilization of fee-for-service options.
Explore the development of a charitable giving, endowment/bequest/planned giving program.	2015 – Identify legal and financial implications through discussions with consultants and other associations. Develop policies and procedures to implement fund development plan. *Progress: CAAP will recruit an expert on planned giving to run a workshop at the CAAP annual conference* 2016 – Board approved fund development plan. 2017 – Initiated plan.
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 organizations.	2015 – Determine types of sessions – recreational, educational, social, legislative, motivational, etc. that can be supported by the community. *Progress: Staff has determined so far that, in certain situations, poverty simulations could be offered at a fee. Other possibilities are still being explored.* 2016 – Hold 1 event which nets a profit. 2017 – Hold 1 event which nets a profit.

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.	2015 – Define "What does the Association do for its members?" 2015 - Survey of member agencies on knowledge of member benefits. 2015 – Provide a comparative analysis of other State Community Action Associations on benefits, services offered, best practices, etc.

| | 2016 – Realign memberships with best/innovative practices and needs in the Community Action network.

2016 – Communicate benefits of members to entire network through electronic, print, face-to-face and other means.
Progress: **Added a webpage on CAAP's new website to address the value of CAAP membership**
http://thecaap.org/what-we-do/member-benefits.html |
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| Identify and share outcomes that highlight the network's achievements. | 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.

Ongoing – Continue to recognize the accomplishments of member agencies through the Self-Sufficiency Awards and Distinguished Service Awards at the annual conference.

2016 – Create an "Innovation Award" recognizing community level work/innovative practices on a local level by Community Action agencies.

Progress:
- **SSA and DSA Award Ceremonies held on April 20 and 21 respectively. There were 11 SSA winners and 7 DSA winners.**
- **We added an innovative DSA category called the Community Engagement Award** |
| 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.	2015 – Explore mediums of communication including webinars, video/teleconferences, social networking, etc., while considering pricing and technology needs on the local level.

Progress:

- **Successfully completed three Skype Conference Committee Meetings. Will continue to utilize this free service**
- **Developed a business plan to utilize webinars**
- **Big improvement in utilizing social media. Social** |

	media content has significantly improved and social media engagement has improved. *Continuing to update CAAP's new website with all new content and user functions* 2016 – Roll out new technology for CAAP annual conference which will allow for virtual participation. *Progress:* • *New registration tool on CAAP's website has proven to be effective for organizing CAAP events* • *Utilized Skype for Conference Committee Meetings.* • *Will utilize StartMeeting for future remote meeting needs* • *Developed a business plan to utilize webinars (example, Department of Banking and Securities webinar mentioned above)* • *Big improvement in utilizing social media. Social media content has consistently improved and social media engagement continues at a steady pace* • *We continue to develop CAAP's new website with fresh content* 2017 – Implement for regional meetings, state-wide trainings, network updates, etc.
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.	2015 – Identify 5 key areas for training/resource sharing. *Progress: To date, we have identified performance management, community assessment tools, risk assessments and customer satisfaction surveys. Through the RPIC, we continue to work with the other state associations in Region 3 (MCAP, VACAP and WVCAP) to identify possibilities. Each state has an interest in customer satisfaction surveys; in addition to what we offer at the CAAP conference, there will be a Region 3 webinar on this topic held April 28th. That is convenient for staff unable to attend our conference session and for staff who does attend the session but may have follow-up questions. Both the conference session and the webinar will be conducted by Jarle Crocker, Training Director of the Community Action Partnership.* 2016 – Coordinate/conduct two region 3 meetings based on key areas identified *Progress: To date, we have identified performance management, community assessment tools, risk assessments and customer satisfaction surveys for the network. For those agencies that have been in need, we have also provided a 5th resource in New Executive*

Action Steps	Metrics
	Director Orientation and Mentoring; 9 new executives have shown interest in this program, though not all have been able/desire to participate in both portions of this resource program. Through the RPIC, we continue to work with the other state associations in Region 3 (MCAP, VACAP and WVCAP) to identify other possibilities. Region 3 held a webinar on customer satisfaction surveys April 28th. We intend to create list-serv like internet groups for our members around Organizational Standards, ROMA Next Gen, and other areas of shared interest. . 2017 - Coordinate/conduct an additional two region 3 meetings based on key areas identified.

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.	2015 – Build capacity within Community Action network to provide in-depth and practical knowledge on topics. 2016 –Presented 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. *Progress: The 2016 theme is: A Measure of Success. Recently, given an environment of new Organizational Standards provided by the Office of Community Services, 58 new standards help agencies define A Measure of Success. Measures address "Maximum Feasible Participation", "Vision and Direction", and "Operations and Accountability". CAAP's 2016 Conference aims to inform attendees of the new standards of compliance and how leadership, governance, financial management, human resources, strategic planning, customer input, community engagement, community assessment, data and analysis, and more fit in with their organizations' overall strategic vision of eliminating poverty at the local level.*
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. *Progress: CAAP presented a New Executive Director 2 day Workshop and Mentoring Program on March 29/30, 2016 for 8 new ED's. They*

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	were each matched with a seasoned ED. A hardcover resource manual and backup thumb drive were created and given to both mentors and mentees.
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. • *Progress: Created and managed five listserv lists through L-Soft: CEO/ED, Finance, Work Ready, Needs Assessment, and MATP Providers.*

*Sustainability Goal Initiative 1 Progress:

Pursuant to the CAAP Strategic Plan, CAAP requested information of other Community Action state associations on three issues: associate memberships, alternative revenue streams and member benefits.

Through early January we have received 5 responses: Washington, Idaho, Virginia, Iowa and Missouri. North Dakota has promised a return, but it is not yet received. We are continuing to get input from other associations.

Associate Memberships

Washington – by-laws allow for it, but have never set fees.

Idaho, Virginia, Iowa – Not allowed.

Missouri offers great insight and offers 5 tiers of Associate Membership. This is a credible model to follow. (Point of reference: MACA developed the CNA tool we use.) MACA has over 1400 associate members in addition to their 19 CAAs.

Each level allows for discounts on training and conference registrations.

    Top 4 levels allow for name listing in publications and website as member of associated level.

    Top 4 levels have increasing access to Community Action Figures ("COPOS" numbers).

    Top 3 levels have increasing access to Community Needs Assessment reports. This would be similar to our encouragement of getting partners to share the data with.

Alternative Revenue Streams

We need to develop something innovative, not in conflict with member agencies' resources and hopefully of additional assistance to them. Missouri again showed the innovation early and capitalized on needs assessments and poverty simulations. While the organizational standards show a need for risk assessment tools, the Community Action Partnership has provided a free tool. Perhaps a canvassing of members might reveal a needed tool that we could develop, allow members' free/discounted use, and sell to other agencies outside our PA network.

Washington – CSBG Discretionary Funds, RPIC grant, training program income from other states. Some foundation monies are received. No fundraising has been supported by the WSCAP board as to not conflict with the member agencies' own fundraising.

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Idaho - The majority of revenue comes from contracts with the state office to provide administrative oversight (LIHEAP, TEFAP and WX) and training/technical assistance for CSBG. They do not currently have fundraising or charitable giving activities or programs.

Virginia – VACAP receives foundation monies to support the oversite of 25 free income tax preparation coalitions around the state. The state office supplies funding to support the staff position overseeing this coalition.

Iowa – ICAA receives administration monies from state departments to administer tenant based rental assistance and disaster assistance. ICAA also has a contract with an investor owned utility company to administer a weatherization program for homes of families between 200% and 300% FPL. (This would seem in conflict with our members' programs and would require knowledgeable staff to be hired/contracted = no likely gain.)
ICAA administers a statewide Public Allies/Americorps program.

Missouri – They developed and maintain contracting on the Community Needs Assessment tool in use on the national level and by New York and CAAP to date. They also control and market the Poverty Simulation toolkits and supplies.

Member Benefits
The respondents pretty much do what we do – advocacy, keeping members informed, training (ROMA, organizational standards, new ED/CEO orientation), and CAPLAW and NCAF memberships. We need more responses from other associations before this comparative analysis can really be done. The benefits that stood separate are noted below.

Iowa – Discounts on office supplies through a national office supply chain.

Virginia – Optima health care for agencies having fewer than 100 staff. VACAP received about $20/month for this, so not really a revenue source either. (We have tried healthcare a few different ways without buy-in from our members.)

** Sustainability Goal Initiative 2 Progress: CAAP Strategic Business Plan for Sustainability

Fee-Based Training Support and Supplemental Online Training Sessions
As a means to raise additional revenue for CAAP's annual budget, CAAP would like to provide fee-for-service training and meeting support for member and non-member organizations. In addition, CAAP would like to provide supplemental online training sessions from CAAP's educational in-person courses.

Fee-Based Training Support
Often times, CAAP members and outside strategic partners need to provide training to their staff, clients, and/or community partners. Other times, CAAP members and partners need to organize meetings with staff, clients, and/or community partners who may be located in different geographical areas of the state. The challenge is, CAAP members and CAAP's outside partners are at times limited in their ability to provide successful trainings or remote/virtual meetings because of limited staff time or technical resources.
CAAP has both the technological means and internal staff expertise to support an organization's training and meeting requirements. CAAP believes there is an opportunity to leverage its in-house capabilities to meet an existing need that will help our members and partners with training and/or meeting needs while simultaneously strengthening CAAP's member support and partner relationships.
The following are two examples that serve to highlight CAAP's technical proficiencies. First, CAAP has acquired a license with Citrix GoToMeeting. Second, the development and capabilities of CAAP's new website. CAAP's Citrix GoToMeeting license provides a state-of-the-art virtual platform where anyone anywhere can host a training or meeting. With access to CAAP's GoToMeeting account, the facilitator can deliver

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presentations/slideshows, perform demonstrations, brainstorm with colleagues, and securely share information online from anywhere at any time. Meetings can be one-to-one, or the facilitator can meet with up to 100 people at once. In addition to Citrix's GoToMeeting, CAAP's new website has the powerful ability to setup and accept multiple registrations for a variety of different meetings/trainings. CAAP's website also allows for a customized event webpage helping promote various meetings or trainings.

With CAAP's new training and meeting support service, CAAP will provide logistical support and access to Citrix's GoToMeeting platform for any small to medium nonprofit organization. For a fee, CAAP will set up training/meeting registration and event pages utilizing CAAP's new website. CAAP will then create the GoToMeeting session and email all registered attendees the custom meeting room link. During the meeting, CAAP will help the meeting organizer manage the technical logistics of GoToMeeting. Afterwards, CAAP will provide the meeting facilitator with reporting and analytics. Each training or meeting event will get its own custom webpage on CAAP's website to help promote the event. Content on the custom webpage will be at the discretion of the event facilitator but CAAP will manage all the technical building of the webpage.

Marketing/Promotion:

- *Direct email to CAAP member agencies and partners*
- *Newsletter articles in both the CAAP Newsletter and Advocacy and Partner Update*

Advantages and Features:

- *Decrease travel costs and eliminates distance barriers*
- *Saves staff time*
- *Saves cost of purchasing GoToMeeting license*
- *Saves time and money for event registration and management*
- *Technical expertise and "on-call" support*
- *Custom event webpage for information sharing, promotion, and registration*
- *Up to 100 attendees per training/meeting*
- *Custom CAAP URL and logo in meeting room*
- *Screensharing (up to six screens)*
- *HD Video*
- *Join the meeting's audio via the user's computer mic and speakers or call in to the meeting using phone*
- *CAAP can offer attendees a toll-free calling option*
- *Record, store, and download meeting sessions*

Pricing: $350 per training. $100 per meeting. The following are the differences between training verses meeting as justification for two different pricing levels.

- *Trainings: Requires more material (for example, longer PowerPoint Presentations and more handouts), which incurs longer preparation time for CAAP staff. Meetings last longer (over two hours), which means CAAP staff have to be "on-call" for more time. There's more preparation and training time on CAAP staff in coordinating with meeting facilitator.*
- *Meetings: Less material to load into GoToMeeting (shorter PowerPoint Presentations and 1-2 page agendas). Less on-call time for CAAP staff since meetings last 1-2 hours. Easier registration setup and easier to coordinate with meeting facilitator.*

Cost to CAAP: $588 per year for Citrix GoToMeeting license plus staff time

Registration: Registration will be managed through CAAP's website. Once the attendee pays their registration fee, CAAP will email attendee a personal URL link that will direct them to the meeting room. The link will only be active during the scheduled meeting time.

Supplemental Online Training Sessions

In addition to providing fee-for-service training and/or meeting logistical support, CAAP will also utilize Citrix's GoToMeeting platform to provide supplemental training from CAAP's educational in-person trainings. The intention is to enhance those content rich courses with follow-up resources and education so that attendees gain a deeper understanding of the course content.

Types of Supplemental Courses:

- *Leadership Development*
- *Follow-up sessions from the CAAP Annual Conference workshops*
- *Further education that expands on the ideas introduced in ROMA*
- *Governance updates*
- *Additional classes for new Executive Director orientations*

Marketing/Promotion:

- *Direct email to CAAP member agencies*
- *Newsletter articles in both the CAAP Newsletter and Advocacy and Partner Update*

Advantages and Features:

- *Participants gain a deeper understanding of course content*
- *Decreased travel costs and eliminates distance barriers*
- *CAAP strengthens relationships with its members and partners*
- *Provides current education sessions*
- *Improves professional development*
- *Allows for follow-up Q&A and lets CAAP address feedback from survey results*
- *Up to 100 attendees per training/meeting*
- *Custom CAAP URL and logo in meeting room*
- *Screensharing (up to six screens)*
- *HD Video*
- *Join the meeting's audio via the user's computer mic and speakers or call in to the meeting using phone*
- *CAAP can offer attendees a toll-free calling option*
- *Record, store, and download meeting sessions*

Cost to CAAP: $588 per year for Citrix GoToMeeting license. Same license as above so only need to pay licensing fee once. Plus staff time.

Pricing: $40 per participant per training

Registration: Registration will be managed through CAAP's website. Once the attendee pays their registration fee, CAAP will email attendee a personal URL link that will direct them to the meeting room. The link will only be active during the scheduled meeting time.

Assumptions

In the first year of testing "Fee-Based Training Support and Supplemental Online Training Sessions", CAAP hopes to prove that the business model can be profitable and sustained by CAAP staff.

Fee-Based Training Support

- *If CAAP can secure 10 $350 training orders and 10 $100 meeting orders over a 12-month period, $4,500 will have been earned.*

Supplemental Online Training Sessions

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- *If CAAP can organize 5 supplemental GoToMeeting training sessions with an average attendance of 15 people, it will have earned $3,000.*

Therefore, after the cost of a one-year GoToMeeting license, CAAP will have a total profit of $6,912 in the first year – if the above assumptions are met.

h) Training & Technical Assistance

Under the new RPIC grant, DCED and CAAP are to develop a statewide T/TA strategy. The recent Embracing Change Symposium is the beginning of that process. We will work jointly, using DCED monitoring information, Organizational Standards statuses and surveys of member agencies to determine needs and desires to set the strategy over the next few months. The strategy will guide a schedule of monthly trainings, a mixture of online and on-site trainings and technical assistance.

2) INTERNAL OPERATIONS

Sue Northey, CAAP's new Finance Manager, has done an excellent job learning CAAP's finance's and procedures. She is in the process of preparing for the internal audit which will occur in November. As a reminder, the Board approved remaining with the current auditing firm for this audit rather than seeking bids as required by our Fiscal Policies due to CAAP having a new fiscal person. We will go out bids in 2017.

3) COMMUNICATIONS

CAAP Website

CAAP's website continues to be a powerful communications tool. The following statistics are above the industry average for an organization of our size and membership reach. Website statistics are from July 12 – September 9, 2016:

- Website visitors
  - 1,565 Unique visitors (up 19% from previous two months). 1,142 new visitors (up 12% from previous two months). 816 returning visitors (up 44% from previous two months). These are great results for CAAP's website, especially during this time period. Over 1,500 new website visitors means CAAP is generating new interest and driving those interested parties to our website for more information and follow up activities.

- CAAP's social media presence has steadily increased
  - Facebook: CAAP has a total of 298 "likes" as of September 9th. CAAP gained 8 new likes since mid-July. CAAP continues a steady posting of relevant articles and news, newsletter updates, and activity updates. From August 12 – September 8 CAAP reached 682 people (up 27% from previous month). For example, on July 29th CAAP posted a

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special report on Payday Lending that reached 317 people and generated 26 "engagements".

- Twitter: Regular posts, at least one per week, have kept CAAP's presence high. CAAP now has 596 Followers (up 22 since mid-July) and 799 Tweets (up 11 since mid-July)

- Worked with Firespring Intern for over two weeks to improve CAAP website functionality and search engine optimization

2016/17 Annual Conference and Special Events

CAAP is collaborating with the Pennsylvania Association of Nonprofit Organizations (PANO) to host a joint annual conference. This means that CAAP will move its annual conference from the spring to the fall in 2017. CAAP has regularly scheduled planning meetings. Steven Martinez attended the PANO conference on September 12th to gain a better understanding of how they conduct their annual conference.

CAAP has elected to reschedule the in-depth ROMA Next Generation Training until new content is finalized. The training is expected to take place in June of 2017. The expected price will be $125 which includes 4 meals, trainers, venue, and materials.

During the past two months, CAAP has spent a significant amount of time planning the "Embracing Change – A Community Action Symposium" which occurred on September 19 – 22, 2016 in Harrisburg, PA. Based on evaluations received from Symposium attendees, the event was an overall success.

4) VISTA PROGRAM

Under the CAAP VISTA umbrella there are currently 6 VISTAs serving on continuing projects which are as follow:

Bonnie Northeimer: Capacity Courts (CASA of Lancaster County)

*Elizabeth Benscoter: Data Base Development (Susquehanna County Interfaith)

**Samantha Plummer: CIRCLES-Mon Valley

**Benjamin Zhu: CIRCLES- Sharpsburg (East Liberty Development Corp.)

Jordyn Wagner: Veterans Resource Specialist (CAPMC)

Monica Zourides: Food Access (Berwick Area United Way)

One VISTA is serving on a new project for the 2016-17 year:

**Breanna Chavez-YMCA of Reading and Berks Counties

New Project Sponsors

The YMCA of Reading and Berks Counties will join our continuing projects for the 2016-17 VISTA year. Site supervisor Erin Dallago successfully recruited a VISTA candidate who began service on August 29, 2016 after attending PSO in Baltimore MD. August 23- 26, 2016

Request for Concept Papers 2017-18 : Information for submitting concept papers to the CNCS has been sent to each of our agencies for their review.

VISTA Recruitment Updates

CHESCO - Continues to recruit for a VISTA. The original candidate withdrew her application one week prior to the August PSO. They began recruiting for the November PSO; however, they missed that deadline and are now recruiting for the PSO Blends that are scheduled for November. Mercer County is still recruiting for the November 14th PSO as well. CASA of Lancaster County has successfully recruited a VISTA for the 2016-17 year

VISTA Member Updates:

Lindsay Anderson, Erica Bolthouse and Chelsey Salay ended their service on July, 24, 2016. Each of these VISTAs had a successful year of service, each making an impact on the communities they were serving.

Elizabeth Benscoter: Susquehanna CO Interfaith - Coordinated the annual New Pair of Shoes drive for kids returning to school. Qualifying families received vouchers for their kids which allowed them to purchase one pair of new sneakers just in time for the start of the school year.

Jordyn Wagner: CAPMC - Veterans Resource Guide: CAPMC currently has an in-house veterans department. The Veterans Resource Guide has been completed and both Jordyn and VISTA supervisor Emily Rowe will be meeting with printers to obtain quotes so that the guide can go to print.

Bonnie Northeimer: CASA of Lancaster County - Bonnie wrote her first ever grant and was awarded a $10,000.00 Community Initiative Grant from CHI St. Joseph Children's Health. This grant was awarded in support of the CASA of Lancaster County Volunteer Manager's position.

Monica Zourides: The Berwick Area Farmers Market has had a very busy and profitable market season this summer. With the availability of a new card reader, thanks to a grant that Monica secured, patrons no

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longer have to go to the United Way office to purchase Market coins prior to going to the market. The card reader is now on site. The Downtown Market has gotten off to a slow start: however, the enthusiasm of the vendors remains high as they are all making sales. Monica meets with Downtown Market vendors weekly to discuss what changes and/or additions can be implemented to increase the foot traffic to the market.

911 Day of Service: one of three mandatory days of service during the VISTA year of service. This year VISTA"s served on the following projects.

Monica Zourides: volunteered at the local soup kitchen. People who volunteer for the soup kitchen are responsible for cooking food for approximately 50 people. Menu included "sloppy joes" and pasta salad, and a side of chips for everyone donated by a local chip company.

Bonnie Northeimer: Volunteered at this year's 28th annual race and festival and Support the Kids of Schreiber.

Jordyn Wagner: volunteered at the United Way of Youngstown, Ohio and the Mahoning Valley's 19th Annual Day of Caring. Jordyn worked with Youngstown Neighborhood Development Corporation on their "Fight Blight" project, which involved cutting down trees, clearing brush, clearing sidewalks, and removing trash and debris from blighted, vacant, and overgrown properties.

Elizabeth Benscoter: chose a day of service at a local "soup kitchen" called Open Door Café.

Breanna Chavez: took part in a landscaping project at the Mifflin YMCA during the Day of Caring at the Mifflin YMCA. Landscaping was done to the front and back.

Benjamin Zhu: volunteered at the Birmingham Free Clinic in Pittsburgh as a medical interpreter.

Samantha Plummer: volunteered to coordinate a team of walkers to participate in the AIDS/HIV awareness walk in Pittsburgh.

5) GRANTS
Regional Performance & Innovation Consortium (RPIC) Grant
We have received a notice of award for the next RPIC grant. As the lead agency for Region 3 (PA, DC, DE, MD, VA and WV), we coordinated and submitted the application. This grant has 3 grant periods between September 2016 and September 2019. Each grant cycle will be funded at $400,000, with CAAP receiving a total of $40,000 for the grant administration, and $62,500 for in-state work for the grant's mission.