

COMMUNITY ACTION ASSOCIATION OF PENNSYLVANIA  
BOARD OF DIRECTOR'S MEETING

RADISSON HOTEL  
HARRISBURG, PA

January 21, 2015

MINUTES

**Board Members Present:** Darlene Bigler, Ron Errett, Ken Straub, Tay Waltenbaugh, Kathy Possinger, Eva Gladstein. Via telephone: Sam Ceccacci, Gale Zalar, Rick Beaton, Bob Raible, Ken Heilman and John Litz.

**Members Not Present:** Mark Esterbrook, Harry Adrian, Tom Scott, and Ron Steele

**Advisory Board Members Present:** Rep. George Dunbar (and Lisa Zaucha), Rep. Mark Longietti (and Mike Hillman), Anne Gingrich, Joyce Long, and Camille Erice.

**Staff in attendance:** Susan Moore, Jane Knott

Tay Waltenbaugh, President, called the meeting to order at 10:05 a.m. Roll was called and a quorum established.

The new Advisory Board members were introduced and welcomed. Each spoke briefly about their backgrounds and interests.

There being no changes to the Minutes, Tay requested that Susan highlight her CEO report. Susan did so, focusing on the following areas:

**ROMA training**

CAAP did not receive discretionary grant funding to underwrite ROMA training costs during 2015. We will strive to coordinate affordable trainings between requesting agencies and Nationally Certified ROMA Trainers. In October, Dan Leppo was joined by Kristen Sweger, an NCRT trainee from STEP, Inc. to train 18 staff at the Scranton-Lackawanna Human Development Agency.

Additionally, we will offer statewide training sessions in April and October of 2015 similar to the one held in Camp Hill this past October. The October 2014 training provided Introduction to ROMA instruction to 43 staff from 15 agencies, including DCED's Center for Community Services. The future statewide sessions will aim for similar sized classes. We are currently awaiting confirmation on the April training location and know that the October session will again be held at the Camp Hill Giant.

Single agency trainings will continue. At this time, we have Bucks County Opportunity Council staff and board training set in February, CAP of Mercer County staff and board in March, and Warren-Forest Economic Opportunity Council's board in March and staff in May.

When possible, we will attempt to do regional trainings at facilities large enough to handle multiple agency staff. BCOC is kindly allowing a new CACLV board member to join their board training. Butler County Community and Economic Development expressed interest during the Region V fall meeting about training sub-recipients but opening it up to surrounding agencies.

Currently in Pennsylvania we have 19 NCRTs and 4 trainees (Master Trainers and trainees are NCRTs). Of this number, 6 are now out of the Community Action network due to career moves although 2 still have limited interaction. Of the 13 NCRTs within the network, 8 have been active in training. We hope to get the remaining 5 active again. We intend to grow the ranks again; with the help of RPIC funds to cover training costs (not travel) for 4 staff from CAAP member agencies at the May Region 3 ROMA Train-the-Trainer symposium to be held in Baltimore, MD. The solicitation of interest will be sent out the second week of January.

Since discretionary money was not awarded, we do not have the resources at this time to pursue internet training videos.

### **RPIC Grant**

CAAP has assumed leadership of the Region 3 RPIC (DC, DE, MD, VA and WV). 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. We will receive \$40,000 for the grant administration, much of the reporting of which Dan has assisted VACAP with in the past few years, and \$62,500 for in-state work for the grant's mission. The RPIC is busy assembling 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. CAAP will create an organizational standards user group within PA to further the understanding and implementation of the standards.

**Motion 1.21.15a: The October 15, 2014 Minutes and CEO report were approved as presented.**

Moved by Darlene Bigler and seconded by Kathy Possinger. The motion passed unanimously.

**PRESIDENT’S REPORT – Tay Waltenbaugh**

Tay discussed the meeting held by the Board the previous day to discuss poverty issues, particularly the “cliff effect” and how certain policies make self- sufficiency difficult if not impossible to achieve.

Representative Longietti indicated his interest in making this a bi-partisan issue.

Tay requested that CAAP members who have VITA sites survey their clients on what specifically they will spend their refunds and how much they will receive and to send the results to CAAP.

**TREASURER’S REPORT – Mark Esterbrook**

Jane Knott presented the December 31, 2014 CAAP Financials in the absence of Mark Esterbrook, Treasurer, who was unable to attend the meeting due to illness. Jane noted that the Statement of Financial Position Operating Cash and Savings will cover the total Liabilities on the Financial Statement.

The Vanguard Investments show a 5.2% year to date annual return and noted that the Investments made a 13.35% annual return for fiscal year 2014. The current ratio (used to give an idea of the company’s ability to pay back its short term debt and payables with its short term assets) is 5.42 including our investments, and 1.84 without the investments. Jane reviewed the Agency-wide Statement of Revenue and Expenses and noted that the year to date excess is \$38,871, and the organization is in line with its annual budget and in a good financial position at mid-year. Jane reviewed the 2015 CAAP Dues payments and noted that all agencies have paid or are paying except for one member.

**Motion 1.21.15b: The Board accepted the September 30, 2014 Financial Statement as presented.**

Moved by Ron Errett, seconded by Darlene Bigler. The motion passed unanimously.

James Krimmel, CPA and partner with Hamilton & Musser PC, CPAs, presented the June 30, 2014 fiscal year audit report. Mr. Krimmel pointed to the change in Net Assets from 2013 loss (\$123,033) to 2014 excess of \$135,744, an increase of \$257,777. This increase includes the close of the Family Development Credentialing, National Peer to Peer and other federal training programs; the layoff of four staff; and revenue for the purchase of the Needs Assessment Tool. Mr. Krimmel reviewed the

accompanying financial statements, statement of functional expenses and notes to the financial statements. He noted that we have a clean audit report with no audit exceptions and our internal controls are good for a very small organization. Because there are no issues needing to be brought to the Board's attention, he will not issue a management letter.

Of note is the FY 2014 Excess by Program:

CAAP Operating	55,951
Conference/Training	18,035
FDC Program	13,459
NPTP Program	299
Needs Assessment Tool	<u>48,000</u>
Total Excess	<u>\$ 135,744</u>

**Motion 1.21.15c: The Board accepted the June 30, 2014 fiscal year audit report.** Moved by Kathy Possinger, seconded by Rick Beaton. The motion passed unanimously.

Jane then presented the 990 federal tax return prepared by the auditors.

**Motion 1.21.15d: The Board accepted the 990 Return of Organization Exempt from Income Tax.** Moved by Darlene Bigler, seconded by Ken Straub. The motion passed unanimously.

#### **REPORTS/PRESENTATIONS – CAAP Strategic Plan**

Susan then reported that in November 2014 CAAP had assembled a group of junior executives from member agencies in each of the six CAAP regions to develop a new strategic plan for the board's consideration. Jen Wintermeyer, from Tri County Community Action, and representing the Workgroup, presented the Plan to the Board. She first discussed the SWOT analysis performed by the group:

##### **Strengths**

- Legislative advocacy at state level
- Training & technical assistance thru annual conference
- Competent staff - known within network as go-to people
- Networking with other agencies with similar purposes
- 41 of 43 agencies are members

##### **Weaknesses**

- Additional opportunities to promote knowledge sharing

- We don't toot our own horn - don't know everything membership buys
- Membership doesn't respond when asked for input
- No "sexy" outcomes to promote
- Strong reliance on CSBG funds
- Information sent out by association doesn't always trickle down within member agencies to get to the people who need to know

**Opportunities**

- Voice of CAAs to DCED
  - Quarterly allocations
  - Reactive not proactive to national changes (i.e. org standards)
  - Invoice issues
- ROMA Next Gen
- Org Standards
- Additional knowledge sharing opportunities
- Collaborative grants across the state - pulling together agencies across network to apply for state-wide grants
- Supercircular changes
- Fundraising, IT, HR, etc consultant to help agencies that can't hire on their own - fee for service?
- Diversify revenue sources

**Threats**

- "What do I get for my money" mindset? - how to balance standard benefits with fee for service elements
- CSBG fund stability at federal level

She then presented the draft Plan itself:

CAAP affirms its commitment to the following core values in fulfillment of its fundamental purpose as the membership association for Pennsylvania’s Community Action network.

- **Innovation** – *Promote innovative strategies that help members think deeply and creatively about the nature of their work and that encourage institutional achievement.*
- **Service** – *Respond to our membership and the diverse communities they serve.*
- **Leadership** – *Support members by providing professional development that encourages exemplary practices and innovative management.*
- **Accountability** – *Foster responsible governance and accountable stewardship of the public trust.*

<b>Sustainability</b>	
Goal – Diversify revenue sources to include unrestricted funds, donations, planned giving and contributions.	
<b>Action Steps</b>	<b>Metrics</b>
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.

	<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.	<p>2017 – At least one award in place.</p>
Develop fee-based specialized training sessions and opportunities for network, general public and other organizations.	<p>2015 – Determine types of sessions – recreational, educational, social, legislative, motivational, etc. that 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>
<b>Promotion</b>	
Goal – Define and promote the value and Return on Investment for membership in the CAAP.	
<b>Action Steps</b>	<b>Metrics</b>
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.

<b>Knowledge Sharing</b>	
Goal – Initiate a platform for open dialogue.	
<b>Action Steps</b>	<b>Metrics</b>
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.	2015 – 2017 - Hold 2 meetings per year/per state

program directors, fiscal directors, direct service staff, IT, communications/marketing, etc.)	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>
<b>Capacity Building</b>	
Goal – Strengthen the role of Community Action agencies in the provision of anti-poverty initiatives.	
<b>Action Steps</b>	<b>Metrics</b>
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.	<p>2016 – Implemented standard method for new staff orientation.</p> <p>2016 – Implemented standard method for new/emerging leader training.</p>
Bolster CAAP’s role as the “common voice” for the Community Action network related to all policy and programmatic matters.	<p>2016 – Quarterly network surveys on policy and programmatic issues.</p> <p>2016 – 2017 – Formalized report reflecting network achievements, barriers, challenges, and innovations presented to DCED and legislators quarterly.</p>
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.



The Board thanked the group for its hard and thoughtful work and thanked the involved agencies for allowing their staff to participate.

**Motion 1.21.15e: The Board approved the 3-Year Strategic Plan as presented.** Moved by Ron Errett; seconded by Kathy Possinger. The motion passed unanimously.

There being no further business, the meeting adjourned at 11:50 a.m.

\_\_\_\_\_ Submitted by Ken Heilman, Secretary