

# CAAP BOARD OF DIRECTORS MEETING

## CEO REPORT ON CAAP ACTIVITIES FOR THE PERIOD OCTOBER 21, 2015 – JANUARY 20, 2016

### 1) KEY FOCUS AREAS

#### Public Policy/Partnerships

- Current policy focus points are on Senate Resolution 62 which is a study that began in 2013 to analyze new approaches to family work support programs. SR 62 directed the Legislative Budget and Finance Committee to consider the effect of major federal and state programs in assisting low-income families to achieve self-sufficiency and reduce the number of families living in poverty
- Another current policy focus point is HB 1322 which merges House Bill 934 (KEYS Bill) and House Bill 1164 (Child Care Cliff bill)
- Focused on new legislation geared towards preventing high cost installment loans to be made in Pennsylvania (i.e., predatory lending or Payday lending such as Check N' Go)
- Participated in multiple Budget Advocacy Strategy Meetings and activities. Policy focus points are on the State's budget impasse and ways to promote advocacy
- Participated in the LIHEAP Advisory Committee Meeting on November 4, 2015
- Participated in PANO's Virtual One-Day Shutdown planning sessions. Event took place on November 9, 2015
- Participated in the Human Services Rally in the Capitol Rotunda in Harrisburg on November 17, 2015
- Participated in the Food Security Summit Workgroup Meeting on December 4, 2015
- Participated in four Making Work Pay coalition meetings including one in-person meeting that took place on December 9, 2015 in the State Capitol
- Participated in the PA Weatherization and Energy Conservation Policy Advisory Council on November 10 and December 10, 2015
- Participated in two Coalition for Low-Income Pennsylvanian's (CLIP) meetings
- Participated in three Better Choices for PA coalition meetings

#### Budget Impasse:

CAAP's main focus has been concentrated on working with OCS to direct fund Pennsylvania's CAAs during the state budget impasse. After sending a requesting letter and many conversations, OCS agreed to direct funding. This was a very involved process, requiring approval from all levels of HHS and government. CAAP hosted statewide conference calls with OCS, DCED and all agencies to discuss the process and answer questions. Ultimately, 3 member agencies decided not to participate. All others,

including two agencies who are not CAAP members, requested participation. At the eleventh hour, just after most agencies had received their award notices, PA's Governor decided to release federal funds which meant we did not any longer require direct federal funding; and the OCS dollars were de-obligated. DCED, in conversation with OCS and CAAP, assured all that the funding would get to the agencies quickly.

### **Organizational Standards**

Utilizing results of the 2014 self-assessments done by member agencies, relevant educational topics were identified for the 2016 CAAP Annual Conference and include by-laws, tripartite board composition and selection, data collection and analyzation, risk assessment and succession planning.

### **Needs Assessment Tool**

We are working with the University of Missouri CARES unit to move the tool to the Community Commons format, incorporating GIS mapping into the report. Hispanic population has been requested and will be offered later in the year. The CNA work group of interested members will be reconvened in March to guide these developments.

We will be issuing July 2015-June 2016 maintenance invoices shortly to the agencies, including non-members who make use of the CNA tool. Due to increased costs from the Penn State Data Center, the amount increases from \$312 for July 2014 – June 2015 to approximately \$315. At this time, CARES is working on an estimate of maintenance costs to cover the current year's projected activities; it is expected to be close to the \$10,000 charged for 2014.

### **ROMA training**

No ROMA trainings have been coordinated through CAAP since the last board report. We reconfirmed our understanding with DCED that the ROMA introduction video located on CAAP's website is acceptable for board training. We will continue to coordinate trainings for local agencies as they contact us.

The current year's 4 ROMA Trainer candidates from Pennsylvania are practicing together so they may get certified as a ROMA Trainer in the winter/spring of 2016.

We have already had inquiries from a couple agencies about the statewide ROMA training to be held the day before our annual conference, April 19<sup>th</sup>, at the conference site. That is without any announcement. The announcement, with fees, will be issued in early February.

NASCSP, through its ROMA Next Generation Center of Excellence, is gearing up to present the next level of principles, practices and resources to be used in developing Theory of Change and related topics. CAAP will continue to pass along relevant information when it is received.

## 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.
- Helped coordinate the Office of Community Services SF-424 form and request letters for 43 PA Community Action Agencies
- Tracked budget impasse news, such as Gov. Wolf's budget press conference announcement on December 29, 2015. Wrote overview updates for dissemination to the membership via social media or newsletters
- Managed five listserv lists through L-Soft: CEO/ED, Finance, Work Ready, Needs Assessment, MATP Providers
- Responded to multiple member requests for information
- Published three monthly newsletters and three policy and advocacy updates. CAAP's Update Newsletter has a 41% average open rate (27.9% is the industry average) and an average click-through rate of 14%

## CAAP Strategic Plan Progress and Update

<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.

	<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><b><i>Progress: *See attached report</i></b></p> <p>2016 – Add 2 additional “associate” members.</p> <p>2017 – Add 2 additional “associate” members.</p>
<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>	<p>2015 – Developed business plan for fee-for-service model.</p> <p><b><i>Progress: Designed a fee-for-service model:</i></b></p> <p><b><i>**See attached “Fee-Based Training Support and Follow-up Online Training Sessions” business plan.</i></b></p> <p><b><i>Business plan covers fee-for-service model for professional services and fee-based specialized training sessions.</i></b></p> <p><b><i>Fee based training sessions: Conference workshops (April 20-21) and ROMA Training (April 19)</i></b></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>
<p>Explore the development of a charitable giving, endowment/bequest/planned giving program.</p>	<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><b><i>Progress: CAAP will recruit an expert on planned giving to run a workshop at the CAAP annual conference</i></b></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 organizations.	<p>2015 – Determine types of sessions – recreational, educational, social, legislative, motivational, etc. that can be supported by the community.</p> <p><b><i>Progress: Staff has determined so far that, in certain situations, poverty simulations could be offered at a fee. Other possibilities are still being explored.</i></b></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><b><i>Progress: Added a webpage on CAAP’s new website to address the value of CAAP membership</i></b></p> <p><a href="http://thecaap.org/what-we-do/member-benefits.html">http://thecaap.org/what-we-do/member-benefits.html</a></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><u><b>Progress:</b></u></p> <ul style="list-style-type: none"> <li>▪ <b><i>Successfully completed three Skype Conference Committee Meetings. Will continue to utilize this free service</i></b></li> <li>▪ <b><i>Developed a business plan to utilize webinars</i></b></li> <li>▪ <b><i>Big improvement in utilizing social media. Social media content has significantly improved and social media engagement has improved. From late October through December</i></b></li> </ul>

	<p><i>2015, six of CAAP’s Facebook posts reached over 100 people with many other “shares” and “likes”. For instance, on December 7, CAAP posted commentary and a news article about the State Senate passing a \$30.8 billion state budget bill. That one post reached 324 people and received 11 likes, comments and shares plus 22 clicks</i></p> <ul style="list-style-type: none"> <li>▪ <i>Continuing to update CAAP’s new website with all new content and user functions</i></li> </ul> <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>
<p>Establish regional meetings for similar purpose staff (i.e. program directors, fiscal directors, direct service staff, IT, communications/marketing, etc.)</p>	<p>2015 – 2017 - Hold 2 meetings per year/per state region/per targeted group.</p>
<p>Expand networking opportunities to include entire R3PIC region and like-minded organizations.</p>	<p>2015 – Identify 5 key areas for training/resource sharing.</p> <p><i><b>Progress:</b> To date, we have identified performance management, community assessment tools, and risk assessments. We continue to work with the other state associations in Region 3 (MCAP, VACAP and WVCAP) to identify possibilities. This includes a task group made up of 2 local agency executives (John Litz and Megan Shreve for PA), state office and state association representatives.</i></p> <p>2016 – Coordinate/conduct two region 3 meetings based on key areas identified.</p>

	2017 - Coordinate/conduct an additional two region 3 meetings based on key areas identified.
<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><i><b>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.</b></i></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</p>

	new/emerging leader training.
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.	<p>2015 – Developed centralized listserv and/or electronic forum for information sharing.</p> <ul style="list-style-type: none"> <li>• <b><i>Progress: Created and managed five listserv lists through L-Soft: CEO/ED, Finance, Work Ready, Needs Assessment, and MATP Providers.</i></b></li> </ul>

***\*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.*

*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 oversight 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 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

- *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.*

## **2) INTERNAL OPERATIONS**

### **Funding**

#### **CSBG**

- **CSBG** - Prepared FSR and invoices for Sept thru Dec grant activities; prepared and submitted Q1 2016 allocation Budget documents; reviewed budget with CEO.
- Supercircular Compliance re Indirect Allocation Rate –prepared CAAP total agency worksheet for Q2, 2015 for CSBG grant compliance.
- Prepared 2015 line item budget modification request.

#### **Federal Grants**

- **Federal Grants** –**VISTA** – Prepared and submitted quarterly federal cash management reports; complied with document requests and participated in VISTA monitoring visit.

- R3PIC - Prepared 9/30/15 federal cash management report. Prepared monthly YTD budget to actual expenditure reports; reviewed with grant director. Prepared year-end adjustments to comply with the Supercircular indirect allocations, and set up FY 2016 new grant indirect allocations.

## **Operations**

### **Financial Statements** –

- Prepared Oct., Nov. and Dec. month end agency financials; notes to financial statements; and comparisons to budget for CAAP Operating for monthly Executive Committee and Board review.
- Forward weekly investment activity updates to Board President, Treasurer and CEO.

### **Other** –

- FY 2015 Audit - prepared year end account detail schedules and worked with auditors during audit; reconciled financial statements and notes to financials.
- Reconciled 990 return.
- Scheduled Finance Committee meeting for review and recommendation to Board for approval.
- Assist in CFO replacement interviews and selection, and training of new hire.
- Prepared Q1 2016 staff salary and agency line item allocations compared to grant budgets.
- Prepared monthly grant expenditures comparison to budgets.
- Responded to assistance requests from Network finance staff regarding CSBG and other issues.

## **3) COMMUNICATIONS**

### **CAAP Website**

- CAAP's new website continues to be a powerful communications tool. The new website is very functional and all of the content is easy to update. Some of the new features that CAAP took advantage of during the past quarter are:
  - Created a hidden webpage for the SF-424 form submissions
  - Created a hidden webpage for the CAAP conference committee. The conference committee's webpage houses all of the Self-Sufficiency and Distinguished-Service Award nominations. This saves lots of time and money because in the past, CAAP staff had to organize and photocopy each nomination into individual packets for each committee member and mail the committee member the packets for their review

- CAAP's new website has been live now for over 90 days. For the time period of October 1, 2015 to December 31, 2015
  - 2,185 CAAP website visits (sessions)
  - 1,905 unique visitors
  - Bounce rate of 18%. A bounce rate is the number of visitors who immediately left CAAP's site and a good percentage to have is between 20% and 30%
  - Website visitors viewed an average of 3.5 pages for an average of 4 minutes, 58 seconds
  - 5 most popular page visits in order are: Home Page, Self-Sufficiency Award Page, Success Stories, Agency Map, Resources
  - 5 most popular downloads in order are: SSA Nomination Criteria, CAAP Matrix, CAAP Member Directory, DSA-Community Engagement Award Criteria, ROMA for Boards Introduction Video
- CAAP's social media presence has steadily increased:
  - Facebook: CAAP has a total of 265 "likes" (up 17 since mid-October), with an increased posting of content from CAAP activities such as relevant articles and news, newsletter updates, and activities
  - Twitter: Regular posts, at least one per week, have kept CAAP's presence high. CAAP now has 517 Followers (up 14 since mid-October) and 730 Tweets (up 29 since mid-October)

#### **Additional Communications Department activities**

- Oversaw IT responsibilities and liaison with Netrepid
- Registered three CAAP staff members for NCAF conference. Hotels are booked
- Netrepid Contract Renegotiation
  - Saving money by renegotiating contract. Examples include:
    - Eliminated security back-up needs with Netrepid. CAAP purchased one external hard drive and will begin monthly manual back-ups
    - Utilizing their IT support services on a "pay-as-you use it" system rather than paying for monthly support services
    - Eliminated other accounts and services that CAAP no longer needed due to staff size reduction

#### **2016 Annual Conference**

- Workshop presenters and general session speakers are confirmed
- SSA and DSA nomination submissions have been received and will be reviewed by conference committee on January 12, 2016. 10 SSA nominations and 13 DSA nominations have been received

- Registration will begin the end of January
- Venue banquet event order forms are all approved and submitted
- Sponsorship amounts are about \$3,500 lower than previous years
- Developed a new conference committee webpage to house all committee pertinent information including SSA and DSA nominations

#### **4) GRANTS AND DEVELOPMENT**

##### 2015 Regional Performance and Information Consortium

As the lead agency for Region 3 (DC, DE, MD, VA and WV), we were successful in our application for another year's grant. The grant focus is to assist CAA's in understanding and achieving organizational standards and performance standards set by OCS. Many of the same activities will continue from the current grant (ED mentoring, governance training) but we will include 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.

##### CSBG 2016

CAAP submitted its Community Action (work) plan to DCED. \*\*\*A copy follows for the board's information. Essentially, our plan continues the programs and services we have done the last few years.

We are just now commencing a review of the feasibility of conducting a coordinated effort with member agencies under the Accountable Health Communities program to address the gap between clinical care and community services, lessening the burden for Medicare and Medicaid clients. The grant's intent is to test whether screening beneficiaries for health-related social needs and providing referrals to needed services and programs will improve quality and affordability in Medicare and Medicaid. This funding opportunity emphasizes the need for both referrals to community-based services and support in navigating services and systems. CAAs are experts in this ability and are recognized as such in the grant announcement. The \$157 million grant will be divided among 44 entities to conduct the work.

**\*\*\*Work Plan 2016**

***Community Action Association of Pennsylvania (CAAP)***

##### **Needs Assessment**

##### Analysis of Findings

*CAAP's member needs are threefold: advocacy, training and communications. The State Association is expected to provide at least these three services to assist our members maintain efficient and effective agencies well able to solve community problems.*

*Through member interaction during telephone conversations, board meetings, monthly conference calls and email messages, we were constantly requested to represent members' needs at the state and national level. Similarly, we received requests from long-standing partners to continue working with them on policy matters related to the amelioration of poverty.*

*We also looked to the data from the Organizational Standards self-assessments conducted in late 2014. Of paramount importance to the private CAA's was completing risk assessments, as only 40% of responding agencies indicated compliance. Additionally, several members reached out to us asking for assistance with risk assessments. Several of the standards concerned board actions, including training in their duties and responsibilities. Public CAA's had similar needs for their governing bodies. Both private and public agencies' responses indicate a need for customer satisfaction data collection, analysis and reporting.*

*ROMA training requests for staff and boards were regularly received during the first half of 2015. We also had governance training requests throughout the year.*

#### *Executive Summary of Needs Assessment*

*Advocacy, training and communication are the needs of CAAP's audience. Through telephone conversations, meetings and emails the requests we received could be fit into these three activities. As a limited purpose Community Action Agency, CAAP does not directly serve low-income persons, but provides training opportunities for local CAA's and similar agencies, advocates for policy concerning poverty amelioration and community economic development, as well as coordinating with similar organizations on regional, state and national levels in order to position local agencies to better serve their targeted populations and communities. To these ends, the needs we identify come from our member agencies and not a general population, nor directly from poverty or similar data.*

*Of paramount importance was the lack of funding during the last half of 2015, during the time period the state budget impasse froze the federal Community Services Block Grant monies from flowing to our agencies. CAAP reached out to members to monitor their situations and relay information to the state and national governments and partners. As a result of CAAP's advocacy, the federal Office of Community Services (OCS) with input from the PA Department of Community and Economic Development (DCED) is putting together a system to directly fund the local agencies during periods of State budget stalemates.*

*Prior to the state budget impasse, many of the needs identified were taken from results of the Organizational Standards self-assessment each agency completed in late 2014. The results were broken*

down by private non-profit and public agencies as the standards varied slightly between the two types of agencies.

From the Organizational Standards, risk assessment was identified as the top priority; 60% of the private agencies had not completed a risk assessment in the past 2 years. Pursuant to this standard, several member agencies contacted CAAP for assistance. CAAP discerned with that the need was also dire within the rest of the Region III (PA, MD, DE, DC, VA, WV) and the region's RPIC – of which CAAP is the lead agency - approached the Community Action Partnership to provide training. The regional discussion became national in scope and the Partnership developed both a training webinar and a tool to assist CAA's.

Other performance measures noted in the Organizational Standards remain to be addressed. Many will be achieved by CAA's simply taking the actions necessary, but some require additional training that CAAP will arrange. Several standards will be covered at the CAAP annual conference in April 2016. Governance training is among the top needs noted from the self-assessments, and CAAP has conducted 2 governance trainings during 2015 and will continue to offer it going forward. One training has already been requested for early 2016. Customer satisfaction data collection and analysis is another need identified within Region III and CAAP is working within the RPIC to conduct a webinar.

CAAP also experienced an upswing in Results Oriented Management and Accountability (ROMA) trainings in early 2015. Many were the result of DCED monitoring visit reports, and the requests are expected again in 2016 when the state budget is approved and monitoring resumes. Prior to the state budget impasse, CAAP coordinated and provided one of the trainers for 7 staff and 7 board ROMA trainings. A need for the network is additional Nationally Certified ROMA Trainers (NCRTs), and not just to meet the need for ROMA training. The Organizational Standards require an NCRT to review an agency's strategic planning for the ROMA cycle. This requirement also creates a need for additional training of NCRTs, which CAAP is consulting on with the Association of Nationally Certified ROMA Trainers (ANCRT). CAAP is working with new ROMA candidates to receive certification, increasing the number of nationally certified trainers operating in Pennsylvania above 20.

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As a result of completing Community Needs Assessments, making use of the data provided through CAAP's CNA on-line tool, several agencies have requested training to better analyze data. The training will be provided at our annual conference. We will continue to work with agencies to improve their needs assessment capabilities.

#### Needs Assessment Timeline

*The CAAP Board of Directors will review the Needs Assessment at their January 20, 2016 meeting. All needs fall into existing programs and services offered our members. There are no changes to service delivery anticipated.*

### Unmet Needs

*As discussed previously, there are a number of trainings related to performance measures that will be offered at the CAAP annual conference. Customer satisfaction data collection and analysis will be part of a Region III RPIC webinar to be offered during the Spring 2016.*

### Goals and Objectives

*CAAP's needs fall into three categories: advocacy, training, and communications. Our members desire our representation with state and national governments and organizations that will assist their effectiveness and efficiencies in operations and services that will ameliorate poverty and solve community problems. Our members seek to maintain well-abled staff and operations to provide quality programs and services to their communities and to promote their activities and accomplishments. They look to CAAP to provide training opportunities that build and maintain their capacity to run effective programs and operate efficiently. They look to CAAP to be a conduit of information with the public, decision-makers and partners to promote Community Action and keep the network updated on policy and program opportunities of benefit to them and the populations they serve.*

### Advocacy

*Goal 1: To foster and build upon mutual understanding toward improving effectiveness of programs and services, CAAP will work in partnership with Commonwealth of Pennsylvania governmental offices to provide an ongoing flow of information to and from governmental offices to and from Pennsylvania CAA's on critical topics and issues.*

*Indicator 1: During 2016, we will hold no less than 8 meetings with the Department of Community & Economic Development.*

*Indicator 2: CAAP will host 11 monthly Work Ready teleconferences between local agencies and the Department of Human Services.*

*Indicator 3: CAAP will hold one Work Ready session at the CAAP annual conference in April 2015, allowing personal interaction between local agencies and the Department of Human Services.*

*Indicator 4: CAAP will work with the Department of Banking and Securities to promote awareness of financial abuse and fraud in low-income and elderly populations.*

*Indicator 5: CAAP members will be presented opportunities to communicate with Department of Community and Economic Development and Department of Banking and Securities staff at the CAAP annual conference.*

*Indicator 6: CAAP will work with House of Representatives Majority Leader David Reed on his Gateways Out of Poverty initiative, helping to educate leadership on the issues of poverty and the "cliff effect."*

*Indicator 7: CAAP will collaborate with its partners on poverty-related matters with the PA Public Utility Commission, PA Utility Law Project and the PA Law Project.*

*Goal 2: CAAP will maintain relationships with existing collaborators involved in policy review and advocacy related to poverty amelioration and community improvement.*

*Indicator 1: CAAP will maintain membership and participate in efforts of 8 national, regional and/or state organizations and coalitions. (NCAF, Community Action Partnership, CAPLAW, Stop Payday Lending Coalition, PA Food Security Summit, Housing Alliance of PA, Region III RPIC, ROMA Center of Excellence)*

*Indicator 2: CAAP will interact on poverty-related matters with the PA Legal Aid Network, PA Head Start Association, United Way of Pennsylvania, PA Energy Assistance and Weatherization Coalition, State LIHEAP Advisory Council, Coalition of Low-Income Pennsylvanians, Center of Rural PA, Federal Tax Credit Work Group, State Food Data Collection Commission, Hunger Free PA, Energy Association of PA, Pa Partnership for Children, Making Work Pay PA Coalition, Federal Tax Credit Work Group, Raise the Wage PA and Better Choices for PA Coalition.*

*Goal 3: CAAP will provide statewide VISTA coordination for Pennsylvania agencies.*

*Indicator 1: CAAP will maintain coordination for 7 VISTAs and their sponsor organizations through the end of the current contract (ending August to November 2016).*

*Indicator 2: CAAP will coordinate the application and contracting of 8 VISTAs for the next contract year (beginning August to November 2016).*

Training

*Goal 4: CAAP will hold its annual conference in April 2016, offering a wide selection of topics.*

*Indicator 1: The conference will be attended by 300 persons (including speakers and exhibitors) involved in or related to the Community Action network.*

*Indicator 2: The conference will be attended in whole or in part by 40 of CAAP's 41 members.*

*Indicator 3: CAAP will recognize 9 clients of member agencies for their significant improvement to or toward self-sufficiency during the Self-Sufficiency Awards ceremony at the conference.*

*Indicator 4: Workshops will be offered to address 8 Organizational Standards, including by-laws, tripartite boards, conflict of interest policy, data collection and analyzation, customer satisfaction, risk assessment and succession planning.*

*Goal 5: CAAP will operate a mentoring program for new agency executives throughout 2016, pairing each new executive with an experienced executive.*

*Indicator 1: Should a member agency hire a new director, CAAP will act within the director's first 30 work days to inform the director of the mentoring program.*

*Indicator 2: The CAAP Chief Executive Officer, mentor and mentee will survey/assess each formal pairing in June and December.*

*Goal 6: ROMA trainings will be coordinated and/or provided for member agencies seeking the training.*

*Indicator 1: CAAP will offer 2 statewide ROMA trainings by October 2016, one in the first half and one in the second half of the year.*

*Indicator 2: CAAP will provide or coordinate ROMA training for 7 agencies' staff and/or boards during 2016.*

*Goal 7: Increase members' knowledge of performance management.*

*Indicator 1: Through the Region 3 RPIC, CAAP will coordinate two webinars providing guidance on performance management principles and practices for member agencies.*

*Indicator 2: Two member agency representatives will participate in a Region 3 work group reviewing and advising upon the implementation of performance management principles.*

### Communications

*Goal 8: CAAP will provide a resource of information through a variety of media to member agencies and similar agencies who partner or collaborate with us on mutual interests.*

*Indicator 1: CAAP will continue effective communication efforts, including email forums and CAAP Update, to present information to members on emerging issues and information collected from other state, regional and national sources. CAAP will send out 12 monthly editions of CAAP Update during 2016.*

*Indicator 2: CAAP will send each issue of CAAP Update to at least 380 individuals representing our member agencies or similar agencies and associations with mutual interests.*

*Indicator 3: CAAP Update issues will experience an average click-through rate of 35%.*

*Indicator 4: CAAP will continue effective communication efforts on the CAAP website, to provide a constant reference point for members searching for information on emerging issues and information collected from other state, regional and national sources. During 2016, CAAP's website will experience 20,000 visitors, who will visit an average of 4 pages, for an average duration of 120 seconds.*

*Indicator 5: CAAP will produce a comprehensive, electronic statewide report utilizing data from the 2014 COPOS (IS) reporting system, outlining the statewide impact of community action agencies and CSBG. The CAAP annual report will be produced in an electronic edition, available on-line from our website.*

*Indicator 6: CAAP will maintain 4 List-Serv electronic mail forum lists during 2016: Executives (Executive Directors and Chief Executive Officers), Finance, Needs Assessment Tool, and Work Ready.*

*Indicator 7: CAAP will enhance its interactions with members and the community through outreach and education via Facebook and Twitter. Social media allows for more timely and far-reaching communications. CAAP will post weekly, relevant articles on Facebook and Twitter which should have an average reach of 20 persons per post. CAAP will increase Facebook likes to 285 persons in 2016.*

*Goal 9: CAAP will keep our member agencies apprised of our involvement with partners, coalitions and collaborations so our members will be aware of the issues and matters being discussed and may in turn advise us of any concerns.*

*Indicator 1: CAAP will produce 12 monthly CAAP Advocacy & Partner Update reports to our member agencies, highlighting our activities in the preceding month.*

*Goal 10: CAAP will work as part of the Region 3 Performance & Innovation Consortium (R3PIC) with state associations located in Virginia, West Virginia, and Maryland (including Delaware and the District of Columbia) to promote performance management and best practices to local Community Action Agencies.*

*Indicator 1: CAAP will continue to be an active participant as an R3PIC representative on Community Action Partnership work groups aimed at the creation and implementation of performance measures.*

*Indicator 2: CAAP will promote performance measures by email and website postings to Pennsylvania agencies upon final release by the federal Office of Community Services (OCS).*

*Indicator 3: CAAP will work to set up regional webinars to explain and promote performance measures upon final release by OCS.*

*Indicator 4: CAAP will host 9 monthly coordinative meetings with R3PIC partners during 2016.*

*Indicator 5: CAAP will compile, apply and report Region 3 information to OCS in 6-month reports.*

*Goal 11: CAAP will hold 1 CEO Roundtable and 3 regional meetings.*

*Indicator 1: During the CAAP annual conference, we will hold a CEO Roundtable for the exchange of information and ideas among agency executives. We expect 31 agency executives to participate.*

*Indicator 2: CAAP will hold 3 regional meetings during the fall of 2016. Altogether, we expect 75% of all member agencies to participate in one of the regional meetings.*

*Goal 12: CAAP will maintain the Community Needs Assessment tool to better assist Pennsylvania Community Action Agencies in gathering quantitative and qualitative data and conducting analysis of the information.*

*Indicator 1: CAAP will facilitate the maintenance of the tool in agreement with the University of Missouri Center for Applied Research and Environmental Systems (CARES) through the Missouri Association of Community Action (MACA). Each data source will be updated annually or, if the source does not update annually, at the rate the source provides an update; the update will be done by CARES or the Pennsylvania State Data Center (PSDC).*

*Indicator 2: CAAP will maintain on its website a toolkit that guides agencies through the use of the tool and provides a primer on analysis.*

*Indicator 3: CAAP will maintain a work group of member agencies to review suggestions offered by users in further refining the tool or the toolkit. The work group will decide the disposition of the suggestions.*

*Indicator 4: The work group will work with CARES to add a mapping program to the tool during 2016.*

*Goal 13: CAAP will maintain the CAAP Service Matrix, listing programs and services provided by its member agencies within their service areas.*

*Indicator 1: CAAP will distribute hard copies of the matrix to member agencies, legislators, state agencies and the public upon request.*

*Indicator 2: One electronic version of the new edition of the CAAP Service Matrix will be posted on the CAAP website.*

### **Partners**

*While we note several agencies within the Goals and Objectives section, these are the organizations we expect to actively interact with to alleviate needs we have identified:*

*National Community Action Foundation*

*Community Action Partnership*

*CAPLAW*

*PA Department of Community and Economic Development*

*PA Department of Banking and Securities*  
*PA House of Representatives Majority Committee*  
*PA Center for Survey Research*  
*Region III Regional Performance & Innovation Consortium*  
*University of Missouri Center for Applied Research and Environmental Systems (CARES)*  
*Pennsylvania State Data Center (PSDC)*  
*Stop Payday Lending Coalition*  
*PA Food Security Summit*  
*Housing Alliance of PA*  
*ROMA Center of Excellence*

### **Mission Statement**

*“CAAP empowers Community Action Agencies to solve community problems.”*

*CAAP’s goals are aimed at helping our members make their communities better places. Our advocacy is geared towards enhancing regulatory and funding opportunities that assist our members’ efforts. The training we provide and/or coordinate is meant to increase the members’ understanding and capacity for working through processes and, most importantly, achieving measurable outcomes that create a positive change in their community. Communications enhances effective information flow to and from our members, partners and regulatory agencies, creating both active and passive means of keeping all up to date. Communications is the way and means by which we tell the Community Action story to the public and decision makers, so that there is greater understanding of why our network is vital to attaining a healthier community.*

### **Organizational Standards Self-Assessment Deficiencies**

*The following standards were noted as not being met or out of compliance in the report dated December 1, 2015. We offer a brief statement addressing each deficiency. CAAP staff will set steps in January 2016 to ensure compliance during the calendar year.*

- 3.1 Community Assessment has been completed and will be reported to the board at its January 2016 meeting.*
- 4.5 Succession Plan is now under development and will be acted upon by the board during 2016.*
- 4.6 A comprehensive Risk Assessment will be completed during the first half of 2016.*
- 5.8 Governance training will be provided to board members during 2016.*
- 7.1 Personnel policies will be reviewed by an attorney and approved by the board during 2016.*
- 7.4, 7.5 The board completes an annual performance appraisal and compensation of the CEO.*
- 8.9 The board approved an organization-wide budget in July 2015.*

8.10 The board will review and approve fiscal policies, which will be reviewed by all staff during 2016.

### **Executive Summary of Needs Assessment**

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## **5) VISTA PROGRAM**

Under the CAAP VISTA umbrella there are currently 7 VISTAs serving on continuing projects:

- Monica Zourides: Food Access (Berwick Area United Way)
- Bonnie Northeimer – Capacity Courts (CASA of Lancaster County)
- Lindsay Anderson: Decades to Doorways Faith Initiative (CHESCO)
- Aleshia Barber: CIRCLES -Turtle Creek (East Liberty Development Corp.)
- Erica Bolthouse: Data Base Development (Susquehanna County Interfaith)
- Chelsey Salay: CIRCLES- Sharpsburg (East Liberty Development Corp.)
- Jordyn Wagner: Veterans Resource Specialist (CAPMC)

Of the 7 current VISTAs, 3 successfully completed PSO (Pre-Service Orientation) in Boston, MA on November 20, 2015 and began service at the following projects on November 23, 2015:

- Bonnie Northeimer: CASA of Lancaster county
- Jordyn Wagner: CAPMC
- Monica Zourides: Berwick Area United Way

**End of Service:**

Balinda Raimnda (Berwick Area United Way), Amanda Myers (Community Action Southwest) and Susie Hinz (CASA of Lancaster, Co.) all successfully completed their service on November 21, 2015.

**Compliance Monitoring:**

Jim Kerrigan, Program Officer for CNS, completed a Compliance Monitoring of the VISTA program on Tuesday, December 15, 2015. Compliance Monitoring is scheduled every 6 years. This was the first for CAAP. Although we don't yet have the final report, during the exit interview, Jim stated that CAAP has a good program and is doing well.

**Project Selection Process:**

The project selection process for 2016-17 for new and existing projects was closed on December 28, 2015. All current projects submitted concept papers for continuation; in addition to the current projects, 2 new project sites have submitted concept papers. The 2 new projects are YMCA of Berks and Reading Counties and United Way of Lancaster County.