

CAAP BOARD OF DIRECTORS MEETING

CEO REPORT ON CAAP ACTIVITIES

FOR THE PERIOD

OCTOBER 18, 2017 – JANUARY 17, 2018

1) KEY FOCUS AREAS

a) Public Policy

- Participated in the Statewide Food Funders convening.
- Attended severance tax press conferences at the state capitol regarding Rep. DiGirolamo's severance tax bill. Reported these updates to CAAP members.
- Collaborated with the Coalition on Human Needs to publish the "Poverty and Progress: The State of Being Poor in PA and New Threats Ahead" report. Disseminated the report to all PA House and Senate members and their staff. Also emailed the report to all the major news outlets in the state.
- Attended two LIHEAP Advisory Committee Meetings and shared committee meeting notes with member agencies.
- Attended multiple Pennsylvania Budget and Policy Center budget campaign meetings to support statewide coalition efforts to get the most favorable spending and revenue budget plan for low-income populations.
- Attended two PA Hunger Action Coalition SNAP Committee meetings and shared info from these meetings with member agencies.
- Attended two Weatherization Advisory Planning Committee Meetings and share pertinent information with member agencies.
- Attended Partnership and NCAF advocacy and messaging webinars.

b) Organizational Standards

This is an on-going process with nothing new to really report. We continue to evaluate the status of PA CAAs in complying with the Organizational Standards to identify training or technical assistance needed by our member agencies. We discuss these reviews with other state associations in Region 3 (Maryland, Virginia, West Virginia) to see if regional training is also necessary. This may play into one of the Learning Communities discussed in the RPIC section further on in this report.

Nationally, CAAP continues to serve on the Community Action Partnership's CSBG Working Group. That group has been inactive this past quarter-year but should be resuming activity in early 2018.

On the agency level, we are working on CAAP's own compliance with the standards and taking the steps to bring us into compliance.

c) Community Needs Assessment Tool

We are working out the last bugs of the system and will be taking the tool live in January. There will be a webinar for PA CAAs to go over the tool and its possibilities on January 24, 2018. The webinar will be hosted by our contractor, Community Commons. We wanted to do this at the beginning of the year when the next Community Needs Assessment is due.

d) ROMA Training

Nationally Certified ROMA Trainers

18 NCRTS in PA

3 were certified 2017

3 are trainers who focus mostly on training trainers, so we have 15 who actively train staff and boards

18 NCRT Candidates in PA

14 in 2017

1 in 2016

1 in 2014

*3 from 2017 have been recommended by Dan to be certified, now under review by the Association of Nationally Certified ROMA Trainers (ANCRT)

We continue to arrange ROMA trainings, so the candidates have practice opportunities; since October we have arranged six staff ROMA trainings. We continue to encourage the candidates to do trainings for staff within their agencies and to seek training opportunities for other CAAs' staff.

The 2018 NCRT training will be in March this year (as opposed to summer months during the past few years), in hope of having more time in the calendar year for candidates achieve certification.

ROMA Implementers

16 NCRIs in PA (14 for local CAAs)

All certified in 2017, our first year

2 are DCED staff

*1 left the Community Action network (agency still covered by an NCRT)

10 NCRI Candidates in PA continue to work on certification begun in 2017.

Organizational Standard compliance

Currently, there are three agencies in Pennsylvania that lack either a Trainer or an Implementer (or candidate). We will prioritize paying for their candidates this year out of the RPIC grant with the intent that all PA CAAs will be set to comply with Organizational Standard 4.3 on having a ROMA Trainer or equivalent to help the agency implement ROMA in its plans and operations.

e) Member Support

- Susan and Dan conducted a governance training that included ROMA training to the Lebanon Advisory Board in December 2017.
- ROMA Board trainings were also conducted for Schuylkill Community Action, and Indiana County CAP in October and Monroe County in November. CAAP conducted the SCA training and Monroe County, but arranged for the ICCAP training. Likewise, CAAP found or is finding trainers to handle upcoming Board ROMA trainings at Mercer CAP, Westmoreland CA, and Lawrence CAP.
- Dan also facilitated the STEP executive level retreat at the end of October. He worked with Jim Plankenhorn to determine activities and run the activities throughout the one-day event that helped STEP identify future activities.
- We continued monthly Work Ready calls that further interaction and information relaying between Work Ready program staff and DHS staff. The Bureau of Employment Programs (BEP)

has undergone drastic staff changes in the last few months. CAAP has reached out to the new staff and BEP Director to continue a good working relationship that benefits Work Ready providers and BEP in achieving success.

- Updating and redesigning the CAAP website to improve user experience and to help new visitors better (more quickly) understand Community Action’s mission and easily find content.
- Continuing to work on the Public Engagement Toolkit project which will help CAAP members more effectively communicate the value of Community Action with their community leaders.
- Improved the CAAP Affiliate Membership program for 2018. Updated the registration form. Currently have two companies interested in becoming 2018 Affiliate Members.
- Updating the CAAP Matrix. Should have the 2018 edition ready for printing by end of January 2018.
- Responded to multiple member and non-member requests for information.
- CAAP’s Communications Department has been awarded two AMERICORPS Volunteers in Service To America (VISTAs). The two fulltime VISTAs are focused on developing tools for the Public Engagement Toolkits.
 - Currently, the VISTA’s are developing customized toolkits for 10 Community Action Agencies. Once these “prototype” toolkits are finished, we will show the toolkits to the 10 agencies for feedback. We hope to have the 10 prototype toolkits completed by June 2018. The next step will be to develop toolkits for the rest of CAAP’s member agencies.

f) 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.	<p>2015, Q1 - Research a minimum of 5 other associations that have adopted an “associate” level membership option.</p> <p>2015, Q2 – Select model; develop fee structure.</p> <p>2015, Q3 – Identify and solicit a minimum of 10 non-Community Action organizations for membership.</p> <p>2015, Q4 – A minimum of 4 organizations join as “associate”</p>

	<p>members.</p> <p><u>Progress:</u> <i>*See attached report</i></p> <p>2016 – Add 2 additional “associate” members.</p> <p><u>Progress:</u> <i>one affiliate member enlisted</i></p> <p>2017 – Add 2 additional “associate” members</p> <p><u>Progress:</u> <i>Determined that an “associate” category would not attract many much interest. However, developed a “affiliate” category which was approved by the Board. One affiliate member has joined CAAP.</i></p> <p>As of July 2017, Goal Partially Met</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><u>Progress:</u> <i>Designed a fee-for-service model:</i></p> <p>**See attached “Fee-Based Training Support and Follow-up Online Training Sessions” business plan.</p> <p><i>Business plan covers fee-for-service model for professional services and fee-based specialized training sessions.</i></p> <p><i>Fee based training sessions: Conference workshops (April 20-21) and ROMA Training (April 19)</i></p> <p>2016 – At least one local CAA has utilized fee-for-service option.</p> <p><u>Progress:</u> <i>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)</i></p> <p>2017 - Expanded utilization of fee-for-service options</p> <p><u>Progress:</u> <i>researched Go To Meeting, Go To Webinar pricing plans so CAAP can conduct training webinars in 2017</i></p> <p><i>Conference October 2-3, 2017</i></p> <p>As of July 2017, Goal Not Met</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><u>Progress:</u> <i>CAAP will recruit an expert on planned giving to run a workshop at the CAAP annual conference</i></p> <p>2016 – Board approved fund development plan.</p>

	<p>2017 – Initiated plan.</p>
<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>	<p>2017 – At least one award in place</p> <p><i>Progress: To this date, CAAP staff has been unable to determine any potential opportunities profit-making training events. It is unlikely that this goal will be met.</i></p> <p>Goal Not Met</p>
<p>Develop fee-based specialized training sessions and opportunities for network, general public and other organizations.</p>	<p>2015 – Determine types of sessions – recreational, educational, social, legislative, motivational, etc. that can be supported by the community.</p> <p><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></p> <p>2016 – Hold 1 event which nets a profit.</p> <p><i>Progress: To this date, CAAP staff has been unable to determine any potential opportunities profit-making training events. It is unlikely that this goal will be met.</i></p> <p>2017 – Hold 1 event which nets a profit.</p> <p>AS of July 2017, Goal Not Met</p>
<p>Promotion</p>	
<p>Goal – Define and promote the value and Return on Investment for membership in the CAAP.</p>	
<p>Action Steps</p>	<p>Metrics</p>
<p>Publicize the value and advantages of membership.</p>	<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> <p><i>Progress: Added a webpage on CAAP’s new website to address the value of CAAP membership</i></p> <p>http://thecaap.org/what-we-do/member-benefits.html</p> <p>As of July 2017, Goal Met</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> <p><u>Progress:</u></p> <ul style="list-style-type: none"> • <i>SSA and DSA Award Ceremonies held on April 20 and 21 respectively. There were 11 SSA winners and 7 DSA winners.</i> • <i>We added an innovative DSA category called the Community Engagement Award</i> <p>As of July 2017, Goal Met</p>
Celebrate the strength of the network as a collaborative whole.	<p>Ongoing - Maintain a 95% or better membership rate.</p> <p><u>Progress:</u> <i>95% membership has been maintained</i></p> <p>As of July 2017, Goal Met</p>

Knowledge Sharing	
Goal – Initiate a platform for open dialogue.	
Action Steps	Metrics
Use technology to promote dialogue, participation in trainings/meetings, networking and information sharing.	<p>2015 – Explore mediums of communication including webinars, video/teleconferences, social networking, etc., while considering pricing and technology needs on the local level.</p> <p><u>Progress:</u></p> <ul style="list-style-type: none"> ○ <i>Successfully completed three Skype Conference Committee Meetings. Will continue to utilize this free service</i> ○ <i>Developed a business plan to utilize webinars</i> ○ <i>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</i>

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.

Progress:

- *CAAP has completed three Community Action overview videos. Originally, CAAP planned on completing just one overview video but was able to utilize all our interviewee content to create two additional videos. CAAP plans to release all three videos throughout the month of January 2017*
- *In addition to the overview videos, CAAP has completed the production of 4 days’ worth of session content videos from the September 2016 Embracing Change Symposium. Videos from the June 2017 Symposium have also been posted on the CAAP website. The purpose of these videos is for agency staff training*
- *CAAP has subscribed to Vimeo which is a professional video service provider that will enable CAAP to securely post videos on our website*
- *CAAP aims to produce another 3 “storytelling” vides in 2017. The goal is to help the public gain a better understanding of who Community Action is, what we do, and why our mission is critical to our communities*
- *Big improvement in social media over past two years. Social media content has consistently improved and social media engagement continues at a steady pace.*
- *Continue to develop website with fresh content (symposium overview videos)*

As of July 2017, Goal Met (and ongoing)

<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>As of July 2017, Goal Met – and ongoing</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>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.</i></p> <p>2016 – Coordinate/conduct two region 3 meetings based on key areas identified</p> <p><i>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 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.</i></p> <p>2017 - Coordinate/conduct an additional two region 3 meetings based on key areas identified.</p> <p>As of October 2017, Goal Met</p>
<p>Capacity Building</p>	
<p>Goal – Strengthen the role of Community Action agencies in the provision of anti-poverty initiatives.</p>	

Action Steps	Metrics
<p>Enhance annual conference by offering deeper dives into national trends and hot topics.</p>	<p>2015 – Build capacity within Community Action network to provide in-depth and practical knowledge on topics.</p> <p>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.</p> <p><i>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.</i></p> <p>As of July 2016, Goal Met – and ongoing</p>
<p>Create a structured training program for Community Action Staff.</p>	<p>2016 – Implemented standard method for new staff orientation.</p> <p>2016 – Implemented standard method for new/emerging leader training.</p> <p><i>Progress: CAAP presented a New Executive Director 2-day Workshop and Mentoring Program on March 29/30, 2016 for 8 new ED's. They were each matched with a seasoned ED. A hardcover resource manual and backup thumb drive were created and given to both mentors and mentees.</i></p> <p>As of July 2017, Goal Met – and ongoing</p>
<p>Bolster CAAP's role as the "common voice" for the Community Action network related to all policy and programmatic matters.</p>	<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>
<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>	<p>2015 – Developed centralized listserv and/or electronic forum for information sharing.</p> <ul style="list-style-type: none"> • <i>Progress: Created and managed five listserv lists through L-Soft: CEO/ED, Finance, Work Ready, Needs Assessment,</i>

	<p><i>and MATP Providers.</i></p> <ul style="list-style-type: none"> • <i>Through newsletters, updates, emails, Facebook and twitter, conferences, symposiums, CAAP functions as a clearinghouse</i> <p>As of October 2017 Goal Met and ongoing</p>
--	---

***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 - Much 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

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, 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) COMMUNICATIONS

a) CAAP Website, Social Media, and Newsletters:

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 reflect the following date range: October 1 – December 28, 2017:

- Website visitors
 - Total: 3,020 (nearly even from last quarter).
 - Unique visitors: 2,720 (nearly even from last quarter).
- Total Actions: 12,577 (up 24% from last quarter due to increased interest in content such as news updates, resources, videos, and conference)
 - Page Views: 11,665 (up 31% from last quarter)
 - Downloads: 478 (down 35%, most of our content this quarter wasn't downloadable)
 - Clicking on outbound links: 435 (down a little from last quarter)
 - Average Action: 4.2 (up 31%)
 - Average Time per visit on CAAP's website: 4m 29s (about even from last quarter)
- Top 5 most popular pages on CAAP's website
 - Newsroom: 4,339 views
 - Home page: 2,080 views
 - Member Page: 601 views
 - Resources: 282 views
 - CAAP videos
 - Coalition on Human Needs report
- CAAP's social media presence has steadily increased
 - Facebook: CAAP has a total of 398 "likes" as of December 28, 2017. CAAP gained 33 new likes since last quarter. CAAP continues to gain a steady growth of likes mostly due to our engaging posts and new content such as videos, relevant articles and news, newsletter updates, and activity updates.
 - Twitter: Regular posts, at least one per week, have kept CAAP's presence high. CAAP now has 744 Followers (up 57 this quarter) and 880 Tweets
- Newsletter (CAAP Update and CAAP Advocacy and Partner Update)
 - CAAP continues to publish at least one newsletter update and one advocacy and partner update per month.

- CAAP average mailing score from April to beginning of July is 7.2. The industry average is 7.0. Factors in opens, clicks, shares, opt-outs and signups to score on a 10-point scale. This score dropped by 1.47 due to a large increase in newsletter subscribers.
- CAAP currently has 877 CAAP Update newsletter subscribers, up 252 people this quarter (the largest quarterly gain of subscribers since 2014). CAAP also added two new email groups – one for legislators and another for media contacts. Due to the gain of newsletter subscribers and the addition of the two new legislators and media email groups, CAAP now has over 1,000 active and engaged contacts. CAAP currently has 73 Advocacy and Partner Update subscribers – this number will always remain in the 70 – 80 subscriber range since the list is closed to the public.

b) Conference(s) and Special Events:

- Currently planning the 2018 Collaborative Conference with PANO and ANR. Focused on developing the sponsorship solicitation form, confirming keynote speakers, and finalizing an agenda.
- Currently planning the 3rd annual Community Action Symposium in collaboration with the Department of Community and Economic Development. Secured all speakers and vendors. Registration will go live in mid-February.

c) Additional Communications Department activities:

3) VISTA PROGRAM

As of November 20, 2017, all 2017-18 VISTA slots have been filled. The VISTA leader position was filled by Tiffany Franck on November 13, 2017. Tiffany attended Leaders training in Dallas Texas from December 5-8, 2017. Upon completion of her training in Dallas, Tiffany received a certificate of achievement from AmeriCorps. The last VISTA slot was filled by Michael Leffler. Michael will be serving with the Berwick Area United Way as their Veterans Needs Assessment Coordinator. Michael attended

PSO training in Philadelphia from November 13-16, 2017 and was sworn in on Thursday, November 16, 2017. Michael's first day at his project site was Monday, November 20, 2017.

CAAP was allotted 11 VISTA slots plus one leader slot for the 2017-18 VISTA year, and was able to fill a total of 10 VISTA member slots and one VISTA leader slot. All are serving under the CAAP umbrella.

CAAP was contacted by Jim Kerrigan, PA Project Specialist on October 17, 2017 for the purpose of discussing the possibility of some of our member agencies hosting VISTAs to coordinate programs dealing the Opioid epidemic. An informational conference call was held on 11/8/2017 with Jim Kerrigan, Taryn Vaneskie from the VISTA State office and representatives from several of our agencies.

Project Selection Process:

The 2018-19 Project Selection process concluded on December 22, 2017. The following are continuing projects:

CAAP: (3)

1. Advertising and Marketing associates (Poverty Tool Kits)
2. VISTA Leader

CAPLANC: (3)

1. Community Development coordinator'
2. Block Captain Coordinator
3. Campaign to Combat Poverty Coordinator

Blueprints: (1)

1. Communication-Marketing Coordinator

New Projects:

1. Allegheny County:
2. Susquehanna County Interfaith
3. CHESCO

4. CAPMC
5. Tri-County Community Action

Projects either ending or not continuing are:

1. CHESCO: Decades to Doorways (year 3)
2. Susquehanna County Interfaith: Data Base Development (year 3)
3. CACLV: CREJ (Campaign for Racial & Ethnic Justice (1 year)

Pre-concept papers for new assignments will be read beginning the end of January. Agencies that submitted pre-concept papers will be notified the first week in March.

4) GRANTS

Regional Performance & Innovation Consortium (RPIC) Grant

The RPIC is developing a Learning Communities group for this year. We have attended the Community Action Partnership's webinars on the subject, and are meeting with Partnership during the second week in January to establish other logistics for this group. We have determined that it will be best for the group to determine its own subject matter, but will offer community level work or board involvement as topics.

CAAP is involved with setting up ROMA training for the region:

National ROMA Trainer at Turf Valley Resort, Ellicott City, MD, March 15-18

National ROMA Implementer in Morgantown, WV, May 16

ROMA Update for Trainers and Implementers, Harrisonburg, VA, June 26-27

(The region is on a 4-year cycle of these trainings; this year PA does not have one of these events.)

CAAP is also coordinating a meeting between Region 2 (New York, New Jersey and Puerto Rico) and Region 3 (PA, VA, WV, MD, DE, DC) with 6 national partners to work on regional Training and Technical Assistance plans. The Partnership is convening the meeting, but CAAP is handling the meeting logistics with the Harrisburg Hershey Sheraton. The intent is to come out of the meeting with more in-depth

plans for the region. We are holding this jointly with Region 2 to help stretch the Partnership's grant funds.

CAAP continues in a lead position with all RPIC Lead Agencies, setting up a network and monthly phone calls to share information between all 11 RPIC Lead Agencies.

5) CSBG DATA TASK FORCE

Dan was selected to be part of the CSBG Data, Analysis, and Technical Assistance Task Force convened by NASCSP to assist OCS and national partners in understanding and addressing the Community Action network's data needs and use of data for analysis and continual improvement of results. The DATA Task Force's 26 members - a mixture of 9 local CAAs from across the nation, 5 state offices, 6 state associations and staff from the national partners - were selected from over 100 applications. The task force is currently reviewing and making recommendations on the 4 modules of the new CSBG Annual Report. They have met four times; another meeting is scheduled for the 2nd week of January at the Partnership's Management and Leadership Conference. The work of the Training subcommittee on which Dan serves is awaiting the issuance of guidance documents for the Annual Report so appropriate training can be devised.

6) DCED Monitoring

CAAP was monitored for our CSBG program on December 21, 2017. Overall we did quite well, but we will need to upload documentation to show compliance with the Organizational Standards as a Limited Purpose Agency. This will be accomplished in the first quarter of 2018.