

CAAP BOARD OF DIRECTORS MEETING

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

1) KEY FOCUS AREAS

Public Policy/Partnerships

- Participated in multiple Budget Advocacy Strategy Meetings and activities.
- Participated in Raise the Wage PA statewide meeting on July 15, 2015.
- Participated in two Coalition for Low-Income Pennsylvanian's (CLIP) meetings. Policy focus point is on House Bill 934 (KEYS Bill).
- Participated in LIHEAP Advisory Committee Meeting and the Weatherization Policy Advisory Committee Meeting.
- Participated in five Better Choices for PA coalition meetings. Participated in the Better Choices for PA press conference regarding budget impasse.
- Supported the Human Services Press Conference in the Capitol Rotunda on August 26, 2015.
- Conducted a workshop presentation and ran a panel discussion for Central PA Food Bank's Annual Conference on September 23, 2015.
- Participated in four Making Work Pay coalition meetings.
- Participated in the 2015 Pennsylvania Food Security Summit on September 29, 2015.
- Participated in the Bi-Annual Pennsylvania Food Security Coalition Meeting on October 16, 2015.

Budget Impasse: CAAP stays in constant contact with House leadership and CAAP's lobbyist to remain to be up-to-date with latest situation. More so, CAAP has petitioned OCS to consider direct funding of local agencies during the budget impasse. CAAP also provided Majority Leader Reed with legislation for consideration which will allow flow-through federal funding to all non-profit entities. Additionally, CAAP has been gathering information on how member agencies are being affected and when they anticipate closing programs and laying off staff; in the event we need to deal with such circumstances again we will be in a better position to forecast the point at which agencies will be negatively impacted.

Organizational Standards

Due to the initial identification by CAAP and its fellow Region 3 state associations' review of the self-assessments by our local agencies, we were able to convince the Community Action Partnership to present a two-part risk assessment webinar. The webinar reviewed the steps and resources to be used in completing a risk assessment for an agency in July and August 2015. The webinar, together with a risk assessment toolkit, may now be found on the Partnership's website.

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

Needs Assessment Tool

The tool's data has been updated during 2015, the last parts were completed the last week of September. Hispanic population has been requested and will be offered next year. We are also working with the University of Missouri to move the tool to the Community Commons format, incorporating GIS mapping into the report.

ROMA training

No ROMA trainings have been coordinated through CAAP since the last board report. Chester and Schuylkill Counties required only board training, which may be handled with the video CAAP has on its website. We are re-confirming our understanding with DCED that the video is acceptable for board training. We will continue to coordinate trainings for local agencies as they contact us.

We have 4 ROMA Trainer candidates in Pennsylvania from this past summer's training. During the next few months they will be practicing within their agencies and with each other so they can get certified as a ROMA Trainer in the winter/spring of 2016.

Unfortunately, due to the state budget impasse's adverse effects on local agency budgets, not enough agencies could commit to attending a statewide ROMA training this fall. Therefore, we cancelled the training; however, we will hold a statewide training the day before our annual conference, April 19th, at the conference site.

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.
- 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 33% average open rate (27.9% is the industry average), an average click-through rate of 13%, and an average of 87 unique opens per newsletter.

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” members.</p> <p><i>Progress: CAAP is canvassing other state associations</i></p>

	<p><i>about associate membership status, alternative revenue opportunities and membership benefits. These issues with other associations at both the CAPLAW conference and CAP Convention, and more information is still being sought. We are also contacting PANO for similar information. We will have suggestions for the board's consideration at their January meeting.</i></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><i>Progress: Developing a business plan on providing webinars for CAAP Membership or providing the support and service that will enable CAAP Members to host their own webinars</i></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><i>Progress: 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>

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><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>2017 – Hold 1 event which nets a profit.</p>
Promotion	
Goal – Define and promote the value and Return on Investment for membership in the CAAP.	
Action Steps	Metrics
Publicize the value and advantages of membership.	<p>2015 – Define “What does the Association do for its members?”</p> <p>2015 - Survey of member agencies on knowledge of member benefits.</p> <p>2015 – Provide a comparative analysis of other State Community Action Associations on benefits, services offered, best practices, etc.</p> <p><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>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.	2016, Q2 – Obtain COPOS-IS state-wide results from DCED and prepare a network report annually and ongoing to legislators, membership, general public,

	<p>funderson, stakeholders.</p> <p>Ongoing – Continue to recognize the accomplishments of member agencies through the Self-Sufficiency Awards and Distinguished Service Awards at the annual conference.</p> <p>2016 – Create an “Innovation Award” recognizing community level work/innovative practices on a local level by Community Action agencies.</p>
Celebrate the strength of the network as a collaborative whole.	Ongoing - Maintain a 95% or better membership rate.

Knowledge Sharing	
Goal – Initiate a platform for open dialogue.	
Action Steps	Metrics
Use technology to promote dialogue, participation in trainings/meetings, networking and information sharing.	<p>2015 – Explore mediums of communication including webinars, video/teleconferences, social networking, etc., while considering pricing and technology needs on the local level.</p> <p><u>Progress:</u></p> <ul style="list-style-type: none"> ▪ <i>Successfully completed two Skype Conference Committee Meetings. Will continue to utilize this free service</i> ▪ <i>Developing 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. For instance, on August 26 CAAP posted pictures and wrote about the Human Services Press Conference on CAAP’s Facebook page. That one post</i>

	<p><i>reached 1,200 people, 114 people engaged with the post, and 67 people liked, commented, and shared the post</i></p> <ul style="list-style-type: none"> ▪ <i>Developed a new website with all new/updated content</i> <p>2016 – Roll out new technology for CAAP annual conference which will allow for virtual participation.</p> <p>2017 – Implement for regional meetings, state-wide trainings, network updates, etc.</p>
Establish regional meetings for similar purpose staff (i.e. program directors, fiscal directors, direct service staff, IT, communications/marketing, etc.)	2015 – 2017 - Hold 2 meetings per year/per state region/per targeted group.
Expand networking opportunities to include entire R3PIC region and like-minded organizations.	<p>2015 – Identify 5 key areas for training/resource sharing.</p> <p><i><u>Progress:</u> 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> <p>2017 - Coordinate/conduct an additional two region 3 meetings based on key areas identified.</p>
Capacity Building	
Goal – Strengthen the role of Community Action agencies in the provision of anti-poverty initiatives.	
Action Steps	Metrics
Enhance annual conference by offering deeper dives	2015 – Build capacity within Community Action network

<p>into national trends and hot topics.</p>	<p>to provide in-depth and practical knowledge on topics.</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>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>
<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>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</p>

	presented to DCED and legislators quarterly.
Enhance role as a clearinghouse for national and state-wide matters that impact local agencies, such as needs assessments, marketing, risk assessments, organizational standards, ROMA, state and federal accountability measures, and regulatory changes.	<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, MATP Providers.</i>

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

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

2) INTERNAL OPERATIONS

Funding

CSBG

- Prepared FSR and invoices for June/July/Aug grant activities; prepared and submitted Q4 2015 allocation Budget documents; reviewed budget with CEO and staff.
- Supercircular Compliance re Indirect Allocation Rate –prepared CAAP total agency worksheet for Q2, 2015 for CSBG grant compliance.

Federal Grants

- VISTA – Prepared and submitted 6/30/15 federal cash management report.

- R3PIC - Prepared 6/30/15 federal cash management report. Prepared monthly YTD budget to actual expenditure reports; reviewed with grant director. Met with CEO and Development Director to review changes needed in FY 2016 budget to comply with the Supercircular. Reviewed trainer/sub-contractor agreements and comparison to budget.

Operations

Financial Statements

- Prepared July, August, Sept. month end agency financials; notes to financial statements; and comparisons to budget for CAAP Operating for monthly Executive Committee and Board review.
- Forwarded weekly investment activity updates and copy of CAAP Investment Policy to Board President, Treasurer and CEO and forward Investment Policy.

Other

- Reviewed renewal quotes for staff health insurance, general and D&O liability, and workers compensation insurances. Reviewed plans and forwarded necessary increases for renewals.
- Prepared CAAP FY 2016 Dues Invoices.
- Prepared Q3 2015 payroll tax reports and payments for IRS, PA, PAUC and local withholdings.
- Prepared and submitted PA Lobby 6/30/15 and 9/30/15 reports.
- Scheduled FY 2015 Audit and prepared year end account detail schedules and forwarded required grant documents to auditor for audit preparation.
- Prepared salary allocations compared to grant budgets and submit to staff. Prepared monthly grant expenditures comparison to budgets and reviewed with staff. Updated staff salary to comply with Board approved salary increases; updated new year leave additions.
- Analyzed CAAP equipment lease proposals for recommendation to CEO. Responded to assistance requests from CAA finance staff regarding CSBG and other issues.

3) COMMUNICATIONS

CAAP Website

- **New Website:** CAAP's website underwent an update from July – October 1, 2015. The new website is a much more functional and all of the content has been updated. Some of the new features or improvements include:
 1. Online forms and applications
 2. Online event registration
 3. Credit card processing directly on website. Now using PaymentSpring as online credit card processing vendor
 4. Created an interactive map for locating member agencies
 5. Added a Success Page
 6. Added the CAAP Matrix page
 7. All of CAAP's Annual Conference forms are now published in the conference website page. Those forms include the Self-Sufficiency and Distinguished Service Awards, Sponsorship Application, and Workshop Presenter Application
 8. Changed CAAP's newsletter vendor and updated the newsletter template
 9. Added a new AmeriCorps VISTA and Member Benefits page
 10. Updated the Resources and Partners pages
 11. Updated the News and Events section
 12. Added a "donate to your local community action agency" button to CAAP's homepage
- For the time period of July 1, 2015 to October 4, 2015
 - 2, 632 CAAP website visits (sessions)
 - 77% were first time website visitors
 - Website visitors viewed an average of 4.19 pages for an average of 2 minutes, 3 seconds
- CAAP's social media presence has steadily increased:
 - Facebook: CAAP has a total of 248 "likes" (up 10 since July 1), with an increased posting of content from CAAP activities such as relevant articles, newsletter updates, and activities
 - Twitter: Regular posts, at least one per week, have kept CAAP's presence high. CAAP now has 503 Followers (up 29 since July 1) and 699 Tweets (up 15 since July 1)

2015 – 2016 Annual Conference

- Wrote and helped submit the Allegra FootPRINT Fund proposal. Requested \$3,000 to help fund printing costs for the 2016 Annual Conference.
- Worked with Danielle Wismer-Bowers, Committee Chair to re-energize the Conference Committee. Retained three former committee members and recruited three new committee members.
- All conference committee meetings are now successfully held using Skype.
- Confirmed two general session speakers: Bill Stanfield and Jodi Pfarr
- All of the conference forms (SSA, DSA, Workshop Presenter, and Sponsorship applications) are published on CAAP's new website. Created a new Distinguished Service Award category called the Community Engagement Award.

4) GRANTS AND DEVELOPMENT

2015 Regional Performance and Information Consortium (RPIC)

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.

5) VISTA PROGRAM

There are currently 7 VISTAs serving under the CAAP VISTA umbrella. The continuing projects include:

Balinda Raimondo: Food Access (Berwick Area United Way)

Susie Hinz: Capacity Courts (CASA of Lancaster County)

Amanda Myers: Post- Secondary Education (Community Action Southwest)

4 new projects began on July 27, 2015 after successful completion of the PSO (Pre-Service Orientation) held in Blue Bell, PA and include:

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.)

Two additional projects, Veterans Vocational Training (CAAP Mercer) and Food Access (Berwick Area United Way) are recruiting for the November PSO in Boston, MA.

End of Service:

Ryan Nessel and Dani Motze completed their term of Service. Ryan who served with Decades to Doorways Faith Initiative in CHESCO successfully completed his year of service on July 24. Dani Motze who served with the Ready.Set.READ! Project with United Way of Berks County successfully completed 2 years of service on August 30. VISTA Leader Fred Smith successfully completed one year of service with CAAP on August 18. We thank them for their service and wish them well.

9/11 Day of Service

9/11 is a mandatory day of service which requires each VISTA to select a project and serve in a direct service capacity. Our VISTAs served in soup kitchens, poverty simulations, arboretums, food banks, and attended a conference on raising mental health awareness. Reports from each VISTA were submitted to CAAP and will be included in the next quarterly Progress Report to the CNS.

Project Selection Process:

The project selection process for 2016-17 for new and existing projects has begun. Project Application and Concept Paper instructions will be e-mailed to all CAAP CEO's as well as non-CAAP agencies that currently are sponsoring VISTAs under the CAAP umbrella in October 2015. Concept papers will be due for submission in the CAAP office by Friday, December 11, 2015.

6) Staff Development

Community Action Partnership Convention – San Francisco, CA. Dan attended the pre-conference for state associations and followed the state association track set for the convention. There was much interaction with other RPIC leads as well. Through both the state association and general sessions, OCS Director Jeannie Chaffin emphasized a multi-pronged approach on the federal, state and local levels: implementation of the Organizational Standards, implementation of State and Federal Accountability Measures (looking for local agency and association input), and increased capacity to do great work through ROMA Next Generation. Through each of these, and especially ROMA NG, we are intended to have more robust analyses to effectively connect people and distressed communities with services needed to achieve specific outcomes. Additionally, Dan attended sessions on Critical Communications and Growing Association Capacity, each of which goes toward implementing CAAP's Strategic Plan.