

## CAAP BOARD OF DIRECTORS MEETING

### CEO REPORT ON CAAP ACTIVITIES

FOR THE PERIOD

JULY 19 – OCTOBER 18, 2017

#### 1) KEY FOCUS AREAS

##### a) Public Policy

- Collaborating with the Coalition on Human Needs to tailor a specific PA report on the September Census Bureau's new data release on poverty statistics. Wrote and disseminated the national report for member agencies. On October 23<sup>rd</sup>, the specific PA report will be released. Coordinating with CHN on creating a formalized plan for the Oct 23 release.
- 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 that favors low-income populations.
- Attended two PA Hunger Action Coalition SNAP Committee meetings and one Statewide Food Funders meeting and shared info from these meetings with member agencies.
- Attended one Marking Work Pay PA coalition meetings.
- Attend a variety of budget advocacy meetings and capitol visits to stay up-to-date on budget negotiations and to advocate for a favorable human service spending and revenue plan.
- Attended one Weatherization Advisory Planning Committee Meetings and share pertinent information with member agencies.
- Attended a few press conferences related to the PA Budget and Policy Center's "Fair Share Tax Plan" and posted a few social media updates on the topic
- Received a few specific call-to-action requests from NCAF regarding advocacy that pertains to David Bradley's reauthorization strategies. Via email, helped to coordinate NCAF's call-to-action among member agencies.
- Attended two Consumer Coalition and Payday lending phone meetings. These were "touching base meetings" – not a lot of malicious activity or legislation being introduced this quarter.

## **b) Organizational Standards**

Work with the standards has continued on all levels, with the aim of having most CAAs in compliance during 2017 or set on a path to full compliance during early 2018. There will be some agencies out of compliance with some standards and we will work with those agencies and DCED to achieve compliance.

At the recent Collaborative Conference, we offered three sessions about requirements of the standards. We had Darlene Bigler, Robert Raible and Stacey Tice speak on their agencies' own strategic planning based upon the model set in the book *The Non-Profit Strategy Revolution*. We also had Jarle Crocker of the Community Action Partnership do sessions on Succession Planning and the Risk Management tool offered by the Partnership.

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.

Nationally, CAAP continues to serve on the Community Action Partnership's CSBG Working Group. The Organizational Standards committee, of which Dan is a member, will be reviewing a 3-part survey to assess the impact of the Organizational Standards 'implementation on CAAs and state offices, but that committee has not yet begun to meet. The Partnership has recently done an impact survey with CAAs, state association and state offices to gauge the impact of the standards; the results are not yet released but we know that 41 states participated.

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 shortly. There will be a webinar for members to go over the tool and its possibilities.

## **d) ROMA Training**

We have 17 candidates that have been trained in the last year, including 14 in May. Two candidates from last year – Sue Auman and Nora Carerras - have been certified as ROMA Trainers. The first candidate from this year to try certification will make his attempt in late October. We have arranged for five ROMA trainings since the class was held in July so the candidates have had practice opportunities. We continue to encourage them to do trainings for staff within their agencies and to seek training opportunities for other CAAs' staff.

We also have had 4 NCRT candidates attend ROMA board trainings with an experienced NCRT to see what is covered in a board training.

One NCRT candidate dropped due to workload and one other NCRT candidate from this year lost her position due to funding.

In response to Organizational Standard 4.3's required use of an NCRT or equivalent to assist in the implementation of each agency's work plan and strategic plan per the ROMA cycle, the Association of Nationally Certified ROMA Trainers (ANCRT) developed an "equivalent" position of Nationally Certified ROMA Implementer (NCRI). CAAP arranged two NCRI trainings during May in PA: May 3 Reading and May 10 Westmoreland. All together we had 28 NCRI trainees.

CAAP members Jennifer Waraback (CEO Luzerne), Lauren Parker (Mayor CEO), and Linda Prutisto (Scranton-Lackawanna) have each been certified as ROMA Implementers, as has Eileen McCoy of Delaware CAP. Several others have finished the portfolio and exam and are awaiting the review of the documents.

Between NCRTs, existing and candidates, and NCRI, all but 3 of PA's 44 CAAs are on the road to compliance with OS 4.3.

#### **e) Member Support**

- Client Video Project: Interviewed 6 Community Action clients from 6 different member agencies from different geographical locations throughout the state. The purpose of these videos is to feature Community Action clients. The videos focus on telling our clients unique story. We focus on what got that client into financial distress, the role Community Action played in moving them to self-sufficiency, and their vision for the future. CAAP is producing 3 videos featuring two

clients per video. The first video is completed and was debuted at the 2017 SSA ceremony. The last two will be disseminated via the newsletter, social media, and directly email. All agencies will have full access to these videos via a Vimeo link that can be embedded anywhere and all agencies can directly download the mp4 files and use the videos however they wish.

- With help from CAAP’s two AmeriCorps VISTAs and their VISTA project, CAAP is developing a Public Engagement Toolkit. The rich content of the toolkits will be customized for each member agency and provide resources to support member agencies’ public engagement efforts. Each agency will receive a copy of their toolkit once the kits are completed. This toolkit will be published on CAAP’s website and act as our “go-to” resource for specific agency info. This will help expand CAAP’s capacity to advocate on behalf of our members.
- Developing “Snapshot Profiles” on each member agency for posting on CAAP’s website. This gives CAAP and our website visitors a quick overview on each member agency.
- Responded to multiple member requests for information and assistance.
- We continue monthly Work Ready calls that further interaction and information relaying between Work Ready program staff and DHS staff.

**f) CAAP Strategic Plan Progress and Update**

| <b>Sustainability</b>   |   |
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| 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. | <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><b><i>Progress: *See attached report</i></b></p> <p><b>2016 – Add 2 additional “associate” members.</b></p> <p><b><i>Progress: one affiliate member enlisted</i></b></p> <p><b>2017 – Add 2 additional “associate” members</b></p> |

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|  | <p><i>Progress: 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><b>As of July 2017, Goal Partially Met</b></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: Designed a fee-for-service model:<br/>**See attached “Fee-Based Training Support and Follow-up Online Training Sessions” business plan.<br/>Business plan covers fee-for-service model for professional services and fee-based specialized training sessions.<br/>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><i>Progress: Fee based training sessions: Conference workshops (April 20-21, 2016) and ROMA Training (June 2016). ROMA Next Generation Symposium (May 2017) and Collaborative Annual Conference (Fall 2017)</i></p> <p><b>2017 - Expanded utilization of fee-for-service options</b></p> <p><i>Progress: researched Go To Meeting, Go To Webinar pricing plans so CAAP can conduct training webinars in 2017<br/>Conference October 2-3, 2017</i></p> <p><b>As of July 2017, Goal Not Met</b></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><b>2017 – Initiated plan.</b></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><b>2017 – At least one award in place</b></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><b>Goal Not Met</b></p>  |

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| <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><b>2016 – Hold 1 event which nets a profit.</b></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><b>2017 – Hold 1 event which nets a profit.</b></p> <p><b>AS of July 2017, Goal Not Met</b></p>  |
| <p><b>Promotion</b></p>   |   |
| <p>Goal – Define and promote the value and Return on Investment for membership in the CAAP.</p>                               |   |
| <p><b>Action Steps</b></p>  | <p><b>Metrics</b></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><a href="http://thecaap.org/what-we-do/member-benefits.html">http://thecaap.org/what-we-do/member-benefits.html</a></p> <p><b>As of July 2017, Goal Met</b></p> |
| <p>Identify and share outcomes that highlight the network’s achievements.</p>   | <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>  |

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|  | <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"> <li>• <i>SSA and DSA Award Ceremonies held on April 20 and 21 respectively. There were 11 SSA winners and 7 DSA winners.</i></li> <li>• <i>We added an innovative DSA category called the Community Engagement Award</i></li> </ul> <p><b>As of July 2017, Goal Met</b></p> |
| <p>Celebrate the strength of the network as a collaborative whole.</p> | <p>Ongoing - Maintain a 95% or better membership rate.</p> <p><u>Progress:</u> <i>95% membership has been maintained</i></p> <p><b>As of July 2017, Goal Met</b></p>   |

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| <p><b>Knowledge Sharing</b></p>   |  |
| <p>Goal – Initiate a platform for open dialogue.</p>  |  |
| <p><b>Action Steps</b></p>  | <p><b>Metrics</b></p>  |
| <p>Use technology to promote dialogue, participation in trainings/meetings, networking and information sharing.</p> | <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"> <li>○ <i>Successfully completed three Skype Conference Committee Meetings. Will continue to utilize this free service</i></li> <li>○ <i>Developed a business plan to utilize webinars</i></li> <li>○ <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 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><u>Progress:</u></p> <ul style="list-style-type: none"> <li>• <i>New registration tool on CAAP’s website has proven to be effective for organizing CAAP events</i></li> <li>• <i>Utilized Skype for Conference Committee Meetings.</i></li> <li>• <i>Will utilize StartMeeting for future remote meeting needs</i></li> <li>• <i>Developed a business plan to utilize webinars (example,</i></li> </ul> |

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|   | <p><i>Department of Banking and Securities webinar mentioned above)</i></p> <ul style="list-style-type: none"> <li>• <i>Big improvement in utilizing social media. Social media content has consistently improved and social media engagement continues at a steady pace</i></li> <li>• <i>We continue to develop CAAP's new website with fresh content</i></li> </ul> <p>2017 – Implement for regional meetings, state-wide trainings, network updates, etc.</p> <p><u>Progress:</u></p> <ul style="list-style-type: none"> <li>• <i>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</i></li> <li>• <i>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</i></li> <li>• <i>CAAP has subscribed to Vimeo which is a professional video service provider that will enable CAAP to securely post videos on our website</i></li> <li>• <i>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</i></li> <li>• <i>Big improvement in social media over past two years. Social media content has consistently improved and social media engagement continues at a steady pace.</i></li> <li>• <i>Continue to develop website with fresh content (symposium overview videos)</i></li> </ul> <p><b>As of July 2017, Goal Met (and ongoing)</b></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><b>As of July 2017, Goal Met – and ongoing</b></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><u>Progress:</u> <i>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</i></p>   |

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|   | <p><i>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 5<sup>th</sup> 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><b>As of October 2017, Goal Met</b></p> |
| <b>Capacity Building</b>  |   |
| Goal – Strengthen the role of Community Action agencies in the provision of anti-poverty initiatives. |   |
| <b>Action Steps</b>   | <b>Metrics</b>  |
| Enhance annual conference by offering deeper dives into national trends and hot topics.               | <p>2015 – Build capacity within Community Action network to provide in-depth and practical knowledge on topics.</p> <p>2016 –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>   |

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|   | <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"> <li>• <i>Progress: Created and managed five listserv lists through L-Soft: CEO/ED, Finance, Work Ready, Needs Assessment, and MATP Providers.</i></li> <li>• <i>Through newsletters, updates, emails, Facebook and twitter, conferences, symposiums, CAAP functions as a clearinghouse</i></li> </ul> <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: July 7<sup>th</sup> – October 6<sup>th</sup>, 2017:

- Website visitors
  - Total: 3,256 (up 4% from last quarter mostly because of the Collaborative Conference).
  - Unique visitors: 2,885 (up 3% from last quarter for same reason stated above).

- Total Actions: 10,311 (up 4% from last quarter)
  - Page Views 9,025 (up 6%)
  - Downloads: 714 (down 16%. Last quarter, CAAP website saw a lot of downloads from people wanting June symposium content)
  - Clicking on outbound links: 572 (up 15% due to Collaborative Conference)
  - Average Action: 3.2 (same as last quarter)
  - Average Time per visit on CAAP's website: 4m 35s (up 3%)
- Top 5 most popular pages on CAAP's website
  - Home page: 2,590 views (about the same as last quarter)
  - PA Community Action Agencies webpage. Webpage contains general info about each member agency. This is the first time this page has been at the 2<sup>nd</sup> position. Traffic on that page increased by 25%.
  - Annual Conference Self-Sufficiency Award webpage
  - General Annual Conference webpage
  - "What We Do" overview webpage and video (up 13%)
- CAAP's social media presence has steadily increased
  - Facebook: CAAP has a total of 378 "likes" as of October 6<sup>th</sup>, 2017. CAAP gained 13 new likes since July 7<sup>th</sup>. CAAP continues to gain a steady growth of likes mostly due to our engaging posts, new content such as videos, relevant articles and news, newsletter updates, activity updates, and the Collaborative Conference.
  - Twitter: Regular posts, at least one per week, have kept CAAP's presence high. CAAP now has 721 Followers (up 34 since July 7<sup>th</sup>) and 870 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.
  - This past quarter, CAAP published 16 newsletter updates. 5 were newsletters or special reports, 4 were Advocacy/Partner Updates, 7 were SSA/Conference updates.
  - CAAP average mailing score from July 7<sup>th</sup> to October 6<sup>th</sup> is 8.5 (last quarter was 8.67). The industry average is 7.0. Factors in opens, clicks, shares, opt-outs and signups to score on a 10-point scale.

- CAAP currently has 646 newsletter subscribers up 21 people since July 7<sup>th</sup>. CAAP currently has 74 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:**

- Planned and executed the first ever Collaborative Conference with the Pennsylvania Association of Nonprofit Organizations (PANO) and the Alliance of Nonprofit Resources (ANR). Lots of time and effort went into hosting this event. The event occurred on October 2-3, 2017 in State College, PA. Highlights included the 20<sup>th</sup> Annual CAAP Self-Sufficiency Awards, eight workshop tracks including one dedicated for just Community Action, three keynote speakers, and one networking reception.
- CAAP supported the Community Action Partnership's Annual Convention and served as the 2017 "host committee". The convention took place on August 28<sup>th</sup> – September 1<sup>st</sup>.
- CAAP has secured a location and date for the 3<sup>rd</sup> Annual Community Action Symposium. The event will occur April 17<sup>th</sup> – 19<sup>th</sup>, 2018 at the Sheraton Harrisburg Hershey Hotel in Harrisburg, PA. Planning has begun for this event. Two keynote speakers have already been confirmed.

**c) Additional Communications Department activities:**

- CAAP's Communications Department has been awarded two AMERICORPS Volunteers in Service To America (VISTAs) from the Corporation of National and Community Services. The two fulltime VISTAs have been assisting the Communications Department in building customized Public Engagement Toolkits for each of CAAP's member agencies. This is a two-year project that will empower CAAP and its member agencies to improve our public engagement efforts. The VISTA's began on June 26<sup>th</sup>.
- Oversee IT responsibilities and liaison with Netrepid. CAAP has upgraded our entire IT infrastructure over the past two quarters. Due to a recent break-in, CAAP had to replace four workstations.
- Continue to update CAAP's website with meaningful content for our members and the public.

### 3) VISTA PROGRAM

Under the CAAP VISTA umbrella there are currently two (2) VISTA members serving on continuing projects which are as follows:

1. Elizabeth Bencoter: Data Base Development (Susquehanna County Interfaith)
2. Roberta Machin: Decade to Doorways (Chester County Department of Community Development)

#### Early Termination:

Samantha Plummer: CIRCLES-Mon Valley officially resigned on July 7, 2017 to take a research position at the United Nations Development Programme (UNDP) in Panama City, Panama, where she will be conducting research on gender equality and women's empowerment in Latin America and the Caribbean.

#### New Project Updates:

- **Chester County Department of Community Development:** Decade to Doorways Community Engagement Coordinator successfully completed PSO (Pre-Service Orientation in Philadelphia and started service on July 21, 2017
- **Blueprints:** Communications Coordinator successfully completed PSO Pre- Service Orientation) in Philadelphia and started service on July 21, 2017.
- **Community Action Partnership of Lancaster County,** all 3 candidates successfully completed their PSO (Pre-Service Orientation) in Philadelphia, and started service on August 28, 2017
  - 1 Community Development Coordinator
  - 1 Block Captain Coordinator
  - 1 Campaign to Combat Poverty Coordinator

- **Community Action Committee of the Lehigh Valley:** Campaign for Racial and Ethnic Justice Coordinator successfully completed PSO (Pre- Service Orientation) in Philadelphia and started service on August 28, 2017.
- **Berwick Area United Way:** Veterans Needs Assessment Coordinator will attend the November 14-17, 2017 PSO in Boston and will start service on November 20, 2017.  
Webinar” All new site supervisors joined the CAAP webinar for new site supervisors
- **CAAP/PANO Collaborative Conference:** All current VISTA Members attended the CAAP/PANO Collaborative conference which was held in State College, PA, October 2-3, 2017.

**Monthly VISTA/ Supervisor Conference calls:** CAAP continues to hold monthly calls with the current members and their supervisors. These calls are held the 3<sup>rd</sup> Tuesday of each month from 10:30-11:30 AM.

**Project Selection Process:** For the 2018-19 VISTA year, the Pennsylvania State Office of the Corporation for National and Community Service announces an opportunity to develop new AmeriCorps VISTA projects in Pennsylvania. This process is open to organizations that are not current VISTA sponsors and is subject to availability of resources. The deadline for contacting the CNCS is Friday, October 20, 2017

#### **4) GRANTS**

##### **Regional Performance & Innovation Consortium (RPIC) Grant**

We are ending one grant period and beginning another with the Regional Performance and Innovation Consortium grant covering the period from September 30, 2017 through September 29, 2018. CAAP remains the RPIC Lead Agency for Region 3 (PA, VA, WV, MD, DE and DC). Of the \$400,000 grant, CAAP receives \$40,000 for grant administration, each of the 4 state associations (DC and DE covered by MCAP) receive \$62,500 for T/TA in their own state, and \$110,000 is set aside for activities in support of T/TA in the region.

The RPIC intends to hold more webinars this year on topics that fit needs shared by the states' CAAs. Currently state offices and state associations are compiling T/TA Strategies for their state. The strategies will be submitted to OCS, the Community Action Partnership and NASCSP in October. Work Plans by state and regionally will be developed in October and November for submission to OCS in December.

The RPIC will develop a Learning Communities group for the coming year that focuses upon implementing and reporting upon community level services as required under ROMA Next Generation.

CAAP continues in a lead position with 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 reviewing and making recommendations on the 4 modules of the new CSBG Annual Report. They have met three times; another meeting is scheduled for the week of the October board meeting.

#### **6) STAFF TRAINING**

Dan (together with Jen Wintermyer and Jen Warabak) took the CCAP certification test on June 14th. Each of the three passed and were recognized during the Community Action Partnership Convention.