

## **CAAP BOARD OF DIRECTORS MEETING**

### **CEO REPORT ON CAAP ACTIVITIES FOR THE PERIOD JANUARY 18, 2017 – APRIL 19, 2017**

#### **1) KEY FOCUS AREAS**

##### **a) Public Policy**

- Attended a two Minimum Wage Public Hearings in Harrisburg (Patty Kim hearing at the WYCA on January 30<sup>th</sup> for example). These hearings give CAAP a look at what member of the State Legislature is likely to introduce “raise the wage” bills and what the bills will entail.
- Provided feedback on the PA Budget and Policy Center’s “Fair Share Tax Plan” that was introduced as SB 555 on March 22<sup>nd</sup>. Attended press conferences related to the plan and wrote a several newsletter updates to inform CAAP members of these updates.
- Participated in weekly PA Choice budget coalition meetings.
- Attended the Governor’s and DHS’ budget briefings on February 7<sup>th</sup>. Wrote an overview of budget news for CAAP members and sent budget updates through CAAP’s newsletters.
- Attended quarterly LIHEAP Advisory Committee Meetings and Weatherization Committee Meetings. Took notes and disseminated pertinent information to CAAP members through CAAP newsletters.
- Prepped for NCAF Legislative Conference and arranged Senator Hill visits. Attended NCAF conference during the week of March 13<sup>th</sup>. Worked on post conference action items and advocacy coordination.
- Attended three PA Hunger Action Coalition Meetings.
- Attended and participated in the 2017 PBPC Budget Summit on March 2<sup>nd</sup>.
- Collaborated with CAAP members and CAPLAW on “dos and don’ts” of what a Public/Private CAA can and cannot do regarding legislative education, advocacy, and lobbying.

##### **b) Organizational Standards**

Work with the standards has continued on all levels, with the aim of having most CAAs in full compliance during 2017 or set on a path to full compliance during early 2018.

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. They have just begun holding new Working Group and committee meetings in April 2017. 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.

On the agency level, we are working on CAAP's own compliance with the standards and taking the steps to bring us into compliance. We aim to be fully compliant in 2017.

### **c) Community Needs Assessment Tool**

Megan Shreve and Dan have discussed with the University of Missouri CARES team the intent to move the tool to the Community Commons platform. The platform allows for Geographic Information System use in addition to other enhancements. Final formatting of the site is underway and a presentation on the tool update will be done at the Community Action Symposium in June.

### **d) ROMA Training**

We have 3 candidates that were trained in July 2017 as NCRTs. They still need practice sessions with experienced NCRTs to gain their certification. They are going to have some competition as the Region 3 Train-the-Trainer training is in Harrisburg on May 22-24<sup>th</sup>, and we have 14 NCRT candidates. That will require a lot of Introduction to ROMA trainings to get them all certified. Our intent is to get most trainings set up with 2 candidates and 1 experienced trainer.

Dan conducted ROMA board training for Berks Community Action Program on February 10<sup>th</sup>. We know that Jen Wintermyer is handling ROMA staff trainings for Bucks County Opportunity Council and Northern Tier Community Action Corporation.

Currently we are setting up ROMA board and/or staff trainings for spring/summer 2017 for:

Blair County Community Action Agency

Central PA Community Action

Central Susquehanna Opportunities

Monroe County

Scranton-Lackawanna Human Development Agency

Trehab

Commission on Economic Opportunity in Luzerne

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 has set up two NCRI trainings during May in PA: May 3 Reading and May 10 Westmoreland. All together there will be 29 NCRI trainees.

Between NCRTs, existing and candidates, and NCRIs, all of PA CAAs will be on the road to compliance with OS 4.3. The funding of the NCRT application fees comes in part from RPIC funds and DCED Admin funds, and all costs of the NCRI trainings are supported by the DCED Admin grant, so we are appreciative of DCED for their support.

Delayed by the foregoing activities is the final development of a curriculum for Community Action subcontractors. We have developed the framework for a half-day training. We will get the input of other PA NCRTs during 2017.

#### **e) ROMA Next Generation/CSBG Annual Report**

The Annual Report will be a topic at the June Community Action Symposium, at which time we hope to have a NASCSP speaker explain the changes and reasoning for the changes and what may be expected going forward. Community Action, Inc. has also been invited to present on the changes being made for data reporting on the COPOS system.

#### **f) Member Support**

- Developed a for-profit Affiliate Membership Program. Recruited CAP Systems as the first member.
- Created and disseminated CAAP overview videos to help the public gain a better understanding of PA Community Action and the challenges that our low-income families face. At least five member agencies have incorporated the videos into their public engagement efforts.
- Tracked state policy news. Wrote overview updates for dissemination to the membership via social media, emails, and newsletters. Published 4 newsletters and 4 policy and advocacy updates.
- Continued monthly Work Ready calls that further interaction and information relaying between Work Ready program staff and DHS staff.
- Responded to multiple member requests for information.
- Continue to update CAAP's website with meaningful content for our members and the public.

- Worked to develop the PA Community Commons webpage.
- Assisted a few agency members with setting up legislative visits for the NCAF conference and facilitated Senator visits during the NCAF conference.
- Prepped for, attended, and participated in CAAP Regional Meetings.

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

<b>Sustainability</b>	
Goal – Diversify revenue sources to include unrestricted funds, donations, planned giving and contributions.	
<b>Action Steps</b>	<b>Metrics</b>
Initiate an “associate” level membership to non-CAA’s that provides limited benefits, discounts, information sharing.	<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>2017 – Add 2 additional “associate” members.</b></p>
Design and implement a fee-for-service model for various professional services (i.e. fundraising, marketing, training, IT, etc.) which mutually benefit CAAP and local CAA’s.	<p>2015 – Developed business plan for fee-for-service model.</p> <p><b><i>Progress: Designed a fee-for-service model:</i></b></p> <p><b><i>**See attached “Fee-Based Training Support and Follow-up Online Training Sessions” business plan.</i></b></p> <p><b><i>Business plan covers fee-for-service model for professional services and fee-based specialized training sessions.</i></b></p> <p><b><i>Fee based training sessions: Conference workshops (April 20-21) and ROMA Training (April 19)</i></b></p> <p>2016 – At least one local CAA has utilized fee-for-service option.</p> <p><b><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></b></p> <p><b>2017 - Expanded utilization of fee-for-service options</b></p> <p><b><i>Progress: researched Go To Meeting, Go To Webinar pricing plans</i></b></p>

	<i>so CAAP can conduct training webinars in 2017</i>
Explore the development of a charitable giving, endowment/bequest/planned giving program.	<p>2015 – Identify legal and financial implications through discussions with consultants and other associations. Develop policies and procedures to implement fund development plan.</p> <p><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.	<p>2017 – At least one award in place.</p>
Develop fee-based specialized training sessions and opportunities for network, general public and other organizations.	<p>2015 – Determine types of sessions – recreational, educational, social, legislative, motivational, etc. that can be supported by the community.</p> <p><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>
<b>Promotion</b>	
Goal – Define and promote the value and Return on Investment for membership in the CAAP.	
<b>Action Steps</b>	<b>Metrics</b>
Publicize the value and advantages of membership.	<p>2015 – Define “What does the Association do for its members?”</p> <p>2015 - Survey of member agencies on knowledge of member benefits.</p> <p>2015 – Provide a comparative analysis of other State Community Action Associations on benefits, services offered, best practices, etc.</p> <p>2016 – Realign memberships with best/innovative practices and needs in the Community Action network.</p> <p>2016 – Communicate benefits of members to entire network through electronic, print, face-to-face and other means.</p> <p><i>Progress: Added a webpage on CAAP's new website to address the</i></p>

	<p><i>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>
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><b><u>Progress:</u></b></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>
Celebrate the strength of the network as a collaborative whole.	<p>Ongoing - Maintain a 95% or better membership rate.</p> <p><b><u>Progress:</u> 95% membership has been maintained</b></p>

<b>Knowledge Sharing</b>	
Goal – Initiate a platform for open dialogue.	
<b>Action Steps</b>	<b>Metrics</b>
Use technology to promote dialogue, participation in trainings/meetings, networking and information sharing.	<p>2015 – Explore mediums of communication including webinars, video/teleconferences, social networking, etc., while considering pricing and technology needs on the local level.</p> <p><b><u>Progress:</u></b></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</i></li> </ul>

	<p style="text-align: center;"><i>all new content and user functions</i></p> <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, Department of Banking and Securities webinar mentioned above)</i></li> <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 nearly 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 nearly completed the production of 4 days’ worth of session content videos from the Embracing Change Symposium. 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> </ul>
<p>Establish regional meetings for similar purpose staff (i.e. program directors, fiscal directors, direct service staff, IT, communications/marketing, etc.)</p>	<p>2015 – 2017 - Hold 2 meetings per year/per state region/per targeted group.</p>
<p>Expand networking opportunities to include entire R3PIC region and like-minded organizations.</p>	<p>2015 – Identify 5 key areas for training/resource sharing.</p> <p><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>

	<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>
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**Capacity Building**

Goal – Strengthen the role of Community Action agencies in the provision of anti-poverty initiatives.

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</i></p>



	<p><i>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>
Create a structured training program for Community Action Staff.	<p>2016 – Implemented standard method for new staff orientation.</p> <p>2016 – Implemented standard method for new/emerging leader training.</p> <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>
Bolster CAAP's role as the "common voice" for the Community Action network related to all policy and programmatic matters.	<p>2016 – Quarterly network surveys on policy and programmatic issues.</p> <p>2016 – 2017 – Formalized report reflecting network achievements, barriers, challenges, and innovations presented to DCED and legislators quarterly.</p>
Enhance role as a clearinghouse for national and state-wide matters that impact local agencies, such as needs assessments, marketing, risk assessments, organizational standards, ROMA, state and federal accountability measures, and regulatory changes.	<p>2015 – Developed centralized listserv and/or electronic forum for information sharing.</p> <ul style="list-style-type: none"> <li>• <i>Progress: Created and managed five listserv lists through L-Soft: CEO/ED, Finance, Work Ready, Needs Assessment, and MATP Providers.</i></li> </ul>

***\*Sustainability Goal Initiative 1 Progress:***

*Pursuant to the CAAP Strategic Plan, CAAP requested information of other Community Action state associations on three issues: associate memberships, alternative revenue streams and member benefits.*

*Through early January we have received 5 responses: Washington, Idaho, Virginia, Iowa and Missouri. North Dakota has promised a return, but it is not yet received. We are continuing to get input from other associations.*

*Associate Memberships*

*Washington – by-laws allow for it, but have never set fees.*

*Idaho, Virginia, Iowa – Not allowed.*

Missouri offers great insight and offers 5 tiers of Associate Membership. This is a credible model to follow. (Point of reference: MACA developed the CNA tool we use.) MACA has over 1400 associate members in addition to their 19 CAAs.

Each level allows for discounts on training and conference registrations.

Top 4 levels allow for name listing in publications and website as member of associated level.

Top 4 levels have increasing access to Community Action Figures (“COPOS” numbers).

Top 3 levels have increasing access to Community Needs Assessment reports. This would be similar to our encouragement of getting partners to share the data with.

#### Alternative Revenue Streams

We need to develop something innovative, not in conflict with member agencies’ resources and hopefully of additional assistance to them.

Missouri again showed the innovation early and capitalized on needs assessments and poverty simulations. While the organizational standards show a need for risk assessment tools, the Community Action Partnership has provided a free tool. Perhaps a canvassing of members might reveal a needed tool that we could develop, allow members’ free/discounted use, and sell to other agencies outside our PA network.

Washington – CSBG Discretionary Funds, RPIC grant, training program income from other states. Some foundation monies are received. No fundraising has been supported by the WSCAP board as to not conflict with the member agencies’ own fundraising.

Idaho - The majority of revenue comes from contracts with the state office to provide administrative oversight ( LIHEAP, TEFAP and WX) and training/technical assistance for CSBG. They do not currently have fundraising or charitable giving activities or programs.

Virginia – VACAP receives foundation monies to support the oversight of 25 free income tax preparation coalitions around the state. The state office supplies funding to support the staff position overseeing this coalition.

Iowa – ICAA receives administration monies from state departments to administer tenant based rental assistance and disaster assistance. ICAA also has a contract with an investor owned utility company to administer a weatherization program for homes of families between 200% and 300% FPL. (This would seem in conflict with our members’ programs and would require knowledgeable staff to be hired/contracted = no likely gain.)

ICAA administers a statewide Public Allies/Americorps program.

Missouri – They developed and maintain contracting on the Community Needs Assessment tool in use on the national level and by New York and CAAP to date. They also control and market the Poverty Simulation toolkits and supplies.

#### Member Benefits

The respondents pretty much do what we do – advocacy, keeping members informed, training (ROMA, organizational standards, new ED/CEO orientation), and CAPLAW and NCAF memberships. We need more responses from other associations before this comparative analysis can really be done. The benefits that stood separate are noted below.

Iowa – Discounts on office supplies through a national office supply chain.

Virginia – Optima health care for agencies having fewer than 100 staff. VACAP received about \$20/month for this, so not really a revenue source either. (We have tried healthcare a few different ways without buy-in from our members.)

**\*\* Sustainability Goal Initiative 2 Progress: CAAP Strategic Business Plan for Sustainability**

### **Fee-Based Training Support and Supplemental Online Training Sessions**

*As a means to raise additional revenue for CAAP's annual budget, CAAP would like to provide fee-for-service training and meeting support for member and non-member organizations. In addition, CAAP would like to provide supplemental online training sessions from CAAP's educational in-person courses.*

### **Fee-Based Training Support**

*Often times, CAAP members and outside strategic partners need to provide training to their staff, clients, and/or community partners. Other times, CAAP members and partners need to organize meetings with staff, clients, and/or community partners who may be located in different geographical areas of the state. The challenge is, CAAP members and CAAP's outside partners are at times limited in their ability to provide successful trainings or remote/virtual meetings because of limited staff time or technical resources.*

*CAAP has both the technological means and internal staff expertise to support an organization's training and meeting requirements. CAAP believes there is an opportunity to leverage its in-house capabilities to meet an existing need that will help our members and partners with training and/or meeting needs while simultaneously strengthening CAAP's member support and partner relationships.*

*The following are two examples that serve to highlight CAAP's technical proficiencies. First, CAAP has acquired a license with Citrix GoToMeeting. Second, the development and capabilities of CAAP's new website. CAAP's Citrix GoToMeeting license provides a state-of-the-art virtual platform where anyone anywhere can host a training or meeting. With access to CAAP's GoToMeeting account, the facilitator can deliver presentations/slideshows, perform demonstrations, brainstorm with colleagues, and securely share information online from anywhere at any time. Meetings can be one-to-one, or the facilitator can meet with up to 100 people at once. In addition to Citrix's GoToMeeting, CAAP's new website has the powerful ability to setup and accept multiple registrations for a variety of different meetings/trainings. CAAP's website also allows for a customized event webpage helping promote various meetings or trainings.*

*With CAAP's new training and meeting support service, CAAP will provide logistical support and access to Citrix's GoToMeeting platform for any small to medium nonprofit organization. For a fee, CAAP will set up training/meeting registration and event pages utilizing CAAP's new website. CAAP will then create the GoToMeeting session and email all registered attendees the custom meeting room link. During the meeting, CAAP will help the meeting organizer manage the technical logistics of GoToMeeting. Afterwards, CAAP will provide the meeting facilitator with reporting and analytics. Each training or meeting event will get its own custom webpage on CAAP's website to help promote the event. Content on the custom webpage will be at the discretion of the event facilitator but CAAP will manage all the technical building of the webpage.*

### **Marketing/Promotion:**

- *Direct email to CAAP member agencies and partners*
- *Newsletter articles in both the CAAP Newsletter and Advocacy and Partner Update*

### **Advantages and Features:**

- *Decrease travel costs and eliminates distance barriers*
- *Saves staff time*
- *Saves cost of purchasing GoToMeeting license*
- *Saves time and money for event registration and management*
- *Technical expertise and "on-call" support*
- *Custom event webpage for information sharing, promotion, and registration*
- *Up to 100 attendees per training/meeting*
- *Custom CAAP URL and logo in meeting room*
- *Screensharing (up to six screens)*

- HD Video
- Join the meeting's audio via the user's computer mic and speakers or call in to the meeting using phone
- CAAP can offer attendees a toll-free calling option
- Record, store, and download meeting sessions

Pricing: \$350 per training. \$100 per meeting. The following are the differences between training versus 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) Training & Technical Assistance**

By the new RPIC grant, DCED and CAAP are to develop a statewide T/TA strategy. We are working jointly, using DCED monitoring information, Organizational Standards statuses and surveys of member agencies to determine needs and desires to set the strategy over the next few months. The strategy will guide a schedule of monthly trainings, a mixture of online and on-site trainings and technical assistance. The first T/TA strategy is due to OCS by May 19<sup>th</sup>, covering the current federal year running through September 2017.

A second T/TA Strategy is due at the beginning of October for the next federal year. More pressing than that, our T/TA plans really need to be identified through June as we expect that we will need to submit them in a work plan to OCS as part of the RPIC continuation grant. Likewise, DCED will need to incorporate the information into the State Plan due to OCS on September 1<sup>st</sup>. Members are being told at the spring regional meetings to expect a Survey Monkey to complete that will help identify needs. This is our form of a Needs Assessment and we really need ALL members to respond. The T/TA Strategies and the surveys will continue as an annual event.

Monroe County is also seeking governance training in addition to the ROMA board training noted above in the ROMA section.

### **3) COMMUNICATIONS**

#### **CAAP Website/Social Media/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: January 1<sup>st</sup> – April 6<sup>th</sup>, 2017:

- Website visitors
  - Total: 3,470 (up 60% from last quarter mostly due to CAAP overview videos)
  - Unique visitors: 3,155 (up nearly 60% for same reason stated above).
- Total Actions: 10,340 (up 57% from last quarter mostly due to videos)
  - Page Views: 9,437 (up 64%)
  - Downloads: 506 (even from last quarter)
  - Clicking on outbound links: 397 (up 34%)
  - Average Action: 3.0 (consistent for the year and quarter)
  - Average Time per visit on CAAP's website: 4m 6s (consistent for the year and quarter)
- Top 6 most popular pages on CAAP's website
  - Home page: 2,706 views (up 23% from this time range last year)
  - CAAP videos: 1,588 views (a new webpage that has seen a lot of traffic in the past quarter)
  - Our Members page: 480 views this quarter
  - What We Do resources page: 242 views this quarter
  - Who We Are page: 235 views this quarter
  - Careers page: 188 views this quarter
- CAAP's social media presence has steadily increased
  - Facebook: CAAP has a total of 345 "likes" as of April 6<sup>th</sup>, 2017. CAAP gained 37 new likes since the end of December 2016. Last year, CAAP gained 44 new likes total. In just this past quarter we gained 37 likes mostly due to our engaging posts and the new videos. CAAP continues a steady posting of content such as 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 656 Followers (up 35 since end of December 2016) and 833 Tweets (up 14 since end of December)
- Newsletter (CAAP Update and CAAP Advocacy and Partner Update)
  - CAAP average mailing score during the first quarter is 9.5 out of 10. 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 603 CAAP Update newsletter subscribers up 38 people since end of December 2016. 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

### **Conference(s) and Special Events: 2016 – 2017**

- CAAP is collaborating with the Pennsylvania Association of Nonprofit Organizations (PANO) to host a joint annual conference. This means that CAAP has moved its annual conference from the spring to October 2-3, 2017 in State College, PA. CAAP has regularly scheduled planning meetings with PANO. Recently, PANO replaced their conference coordinator with Christina Baer. We expect to have 5 Community Action workshop tracks and will continue to conduct the annual Self-Sufficiency Awards during lunch on October 3<sup>rd</sup>.
- CAAP has posted all “2016 Embracing Change – A Community Action Symposium” session content on CAAP's webpage. This includes video content that relates to the new Organizational Standards.
- CAAP is planning the 2017 Annual Community Action Symposium which takes place on June 20 – 22, 2017 in Harrisburg, PA. Registration and sleeping rooms are free for CAAs. A webpage has been created for this event. The webpage contains registration, agenda, and hotel information. The planning for this event is in full swing.
- CAAP's Communications Director will attend the Community Action Partnership's Branding Summit on April 26<sup>th</sup> and 27<sup>th</sup> in Chicago, IL. Steven has been invited to run a morning plenary session to discuss the CAAP overview video project, our website redesign, and CAAP's plans for our upcoming Public Engagement Toolkits. He will also discuss other challenges and opportunities.

### **Additional Communications Department activities**

CAAP's Communications Department has been awarded 2 AMERICORPS Volunteers in Service To America (VISTAs) from the Corporation of National and Community Services. The 2 fulltime VISTAs will

assist Steven 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. Currently, CAAP has narrowed down the pool of VISTA candidates down to two finalists. A determination of CAAPs new VISTAs will be made by the week of April 10<sup>th</sup> and the two VISTAs will begin work by the end of June 2017.

CAAP renegotiated our contract with Netrepid our data support agency, which has improved our data backup capabilities and is saving money. CAAP is also upgrading our server so that the Accounting Department's financial software is more securely backed up. The CEO's and Finance Manager's workstations are being upgraded. CAAP will then renegotiate our internet provider contract with Version so that we save money and receive improved internet quality.

#### **4) VISTA PROGRAM**

Under the CAAP VISTA umbrella there are currently four VISTAs serving on continuing projects which are as follows:

Elizabeth Benscoter: Data Base Development (Susquehanna County Interfaith)

Samantha Plummer: CIRCLES-Mon Valley

Breanna Chavez-YMCA of Reading and Berks Counties

Roberta Machin, CHESCO Decade to Doorways

#### **Submitted Pre-Concept Papers:**

Of the 8 agencies that submitted pre-concept papers to the CNCS in December of 2016 3 were continuing projects and 5 were new projects. CAAP was notified on March 13, 2017 that 11 VISTA lots had been awarded. The 11 slots will be filled as follows:

#### **Continuing Projects for the 2017-18 VISTA year are:**

Community Action Association of Pa-VISTA Leader (1)

CHESCO (Chester County Department of Community Development: (1)

Susquehanna County Interfaith: (1)

#### **The following new projects were approved for the 2017-18 VISTA year:**

Community Action Association of PA:



1. Communications and Marketing Associate (2)

Community Action Programs of Lancaster County:

1. CDC (Community Development Coordinator) (1)
2. Lancaster Coalition to Combat Poverty Coordinator (1)
3. Block Captain Coordinator (1)

Community Action Southwest:

1. Communications (1)

Communication Action Committee of the Lehigh Valley:

1. Community Action Lehigh Valley Land Trust. (Affordable Housing) (1)

Berwick Area United Way:

1. Veterans Needs Assessment (1)

All new project sponsoring agencies have begun recruiting to fill their VISTA slot(s). PSO Classics (Pre-Service Orientation) have been scheduled for June, July, August and November. PSO's will be held in Philadelphia, Baltimore and Boston. If for any reason a VISTA candidate cannot attend the PSO Classic, the candidate will attend a PSO Blend which is a 3-week online orientation done at the project site. The PSO Blends are scheduled in June, August September and November. CAAP is aggressively recruiting for the VISTA Leader position as well as the 2 positions for the Communications & Marketing Associates position. Due to the reenrollment of the current VISTA serving with Susquehanna County Interfaith for the 2017-18 VISTA year, no recruitment is required.

## **5) GRANTS**

### **CSBG 2017**

We were approved for using DCED Administrative Funds to support training events during 2017.

The work plan proposes three activities:

- June 2017 Community Action Symposium
- ROMA Implementer Trainings to help agencies comply with Org Standard 4.3.
- Governance Training with ROMA board training at 12 agencies, to comply with Org Standard 5.8.

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

As the lead agency for Region 3 (PA, DC, DE, MD, VA and WV), we coordinate activities and perform grant administration. This grant has 3 grant periods between September 2016 and September 2019. Each grant cycle will be funded at \$400,000, with CAAP receiving a total of \$40,000 for the grant administration, and \$62,500 for in-state work for the grant's mission.

The purpose of the RPIC is to provide a regionally focused T/TA mechanism to strengthen the effectiveness and efficiency of CSBG implementation at the state, local and regional levels. The statewide T/TA Strategy discussed in the previous section will be shared with other state associations and state offices in Region 3. We will determine which are shared needs and work on a regional training plan to address those needs.

Within the RPIC Lead Agencies, Dan has also emerged as a leader. He began an RPIC Lead Agency monthly meeting so these agencies have their own forum in which to discuss RPIC issues and processes to better ensure uniform understanding, guidance and implementation. (Somewhat similar to the Excellence in Reporting he did with our members a few years back regarding COPOS information.) Dan was the voice of RPICs with OCS and the Partnership in finalizing information and the timeline for the T/TA Strategy.

#### **Staff Training/Conferences/Workshops**

Dan - together with Jen Wintermyer and Jen Warabak (CEO in Luzerne) - has been approved to take the CCAP certification test on June 14th. He is spending hours reading and studying the materials (about 2500 pages).

Dan attended the Management Leadership and Training Conference in January. He heard presentations on seeking new frameworks on nonprofit outcomes (very general), creative advocacy sessions (which were not creative), racial equality (extremely inspiring but few concrete examples), and ROMA Next Generation (mostly focused on Annual Report and Theory of Change progress), during which the OMB approval of RNG was announced shortly before the session. The Conference included an RPIC Lead Agency meeting as well.

Steven, Dan, Deb and Susan also attended NCAF. As important as the training at these events is the opportunity to participate in the daylong State Association meetings held prior to the event. During the SA meetings, we receive National Partner updates and discuss the issues and matters facing the national CA network.