

2018 *re*cap

CAPLAW Year-In-Review Report

YEAR-END HIGHLIGHTS
+ top resources, publications, and more

BIENNIAL SURVEY RESPONSES
from member CAAs

LOOKING AHEAD
CAPLAW'S 2019 priorities

DR. BERTHA PROCTOR

CEO, Pace Community Action Agency, Inc.
Vice President, CAPLAW
2018 CAPLAW National Training Conference

About CAPLAW

We tackle poverty and its effects on individuals and their communities by providing legal, governance, and financial management expertise to the nationwide Community Action network. Our work enables Community Action Agencies (CAAs) to provide individuals experiencing poverty the tools and resources needed to transition from poverty to stability and from stability to success.

Our team of attorneys advises CAA board and staff members on matters including federal grant law compliance, governance and corporate law, lobbying and political activity, privacy and confidentiality, employment law, administrative law, and tax laws. Through individual consultations, trainings, resources, and guidance, we reduce CAAs' legal and financial risks and equip them to operate as effective change agents championing opportunity and financial resilience for people in their communities.

About Community Action Agencies

Nationwide, over 1,000 nonprofit and local government CAAs established under the Community Services Block Grant Act (CSBG) provide a wide range of anti-poverty services. These include Head Start, low-income fuel assistance, job training, elder care programs, preventive health education and services, housing assistance and development, and after-school programs. CAAs also advocate on economic security issues in their local communities.

WE ARE EXCITED to share with you CAPLAW's recent achievements and aspirations for the year! *Recap*, CAPLAW's Year-in-Review report, highlights our core services, the insights we gained from our biennial survey, and our priorities for 2019.

The demand for CAPLAW's services and support remains strong. Last year, we met this demand in a number of ways, including assisting CAPLAW member organizations with legal and financial inquiries on a variety of topics, integrating real-life scenarios and interactive exercises into our trainings, and streamlining our publications to address the most pertinent and time-sensitive issues facing the Community Action network.

CAPLAW strives to keep its finger on the legal and financial pulse of Community Action, and our biennial survey is a key way we do so. We were overwhelmed by (and grateful for) the number of responses we received from our members. Your feedback informs our goals and priorities and plays a vital role in our efforts to consistently align our work with the network's needs. Knowing the impact of our work – that it decreased legal costs and supported ongoing compliance – is invaluable insight that helps us focus our efforts to strengthen our member organizations and the Community Action network.

With 670 attendees, our 2018 national training conference in Albuquerque, New Mexico set the record for the highest attended CAPLAW conference yet. We tapped experts from around the country to lead our governance, financial, human resources, program, sustainability, and advanced tracks.

While the governance workshops were some of the most well attended, the financial and human resources sessions received top ratings for applicable content and effectiveness.

With each new conference, we work to exceed your expectations and our own, and are particularly excited about this year's line-up. In addition to reviving (with a few twists) some of the most well-received workshops from last year, we will be offering new sessions such as:

- From Bench Warmers to Starters: Building and Maintaining a High-Performing Workforce
- Grassroots Fundraising and Philanthropy in Diverse Communities
- Cultivating a Culture of Inquiry in the Boardroom
- Raising up the Next Generation of Fiscal Directors

CAPLAW is committed to strengthening our members' capacity to be nimble and effective in the face of constantly evolving challenges. Our priorities for this year are to strengthen new Community Action leaders, increase board effectiveness, advocate on behalf of our members and the Community Action network, expand our legal reach through our attorney network, and make our resources easier to access with a new, more user-friendly website.

We thank you for your continued support and look forward to another great year!

- **Eleanor Evans**
Executive Director + General Counsel

2018 HIGHLIGHTS

506

CONSULTATIONS

During this fiscal year, our team of 4 attorneys conducted over 500 consultations with member CAAs, addressing agency-specific issues pertaining to CSBG requirements, Head Start, Uniform Guidance, personnel policies, and more.

55

IN-PERSON TRAININGS

CAPLAW conducted 55 in-person trainings across the United States during this fiscal year, covering 28 unique topics in 21 different states.

12

PUBLICATIONS

This year, CAPLAW issued 12 unique publications, including e-News alerts, FAQs, case studies, and various model documents. Our most downloaded resource was our e-News alert covering updates on the 2018 federal government shutdown.

7

WEBINARS

CAPLAW conducted 7 webinars this year, including #MeToo in the Workplace, Marijuana in the Workplace, and Social Media at Work.

670

NATIONAL TRAINING CONFERENCE ATTENDEES

At our National Training Conference in Albuquerque, New Mexico, we had 670 attendees, our greatest number of attendees yet.

TRAININGS + CONSULTATIONS

"I greatly appreciate that when needed, CAPLAW is there as a resource. The response time and follow up information was helpful in addressing the questions I had and providing the next steps for our Agency. In a very stressful time for our Agency, the expertise and support are so valuable."

Top 10 Consultation Topics

1. CSBG general requirements
2. Head Start
3. Uniform Guidance
4. Personnel policies + handbook
5. Board selection + composition
6. Bylaws
7. FMLA + leave
8. Political activity + Hatch Act
9. Conflicts of interest
10. Open meetings + public records

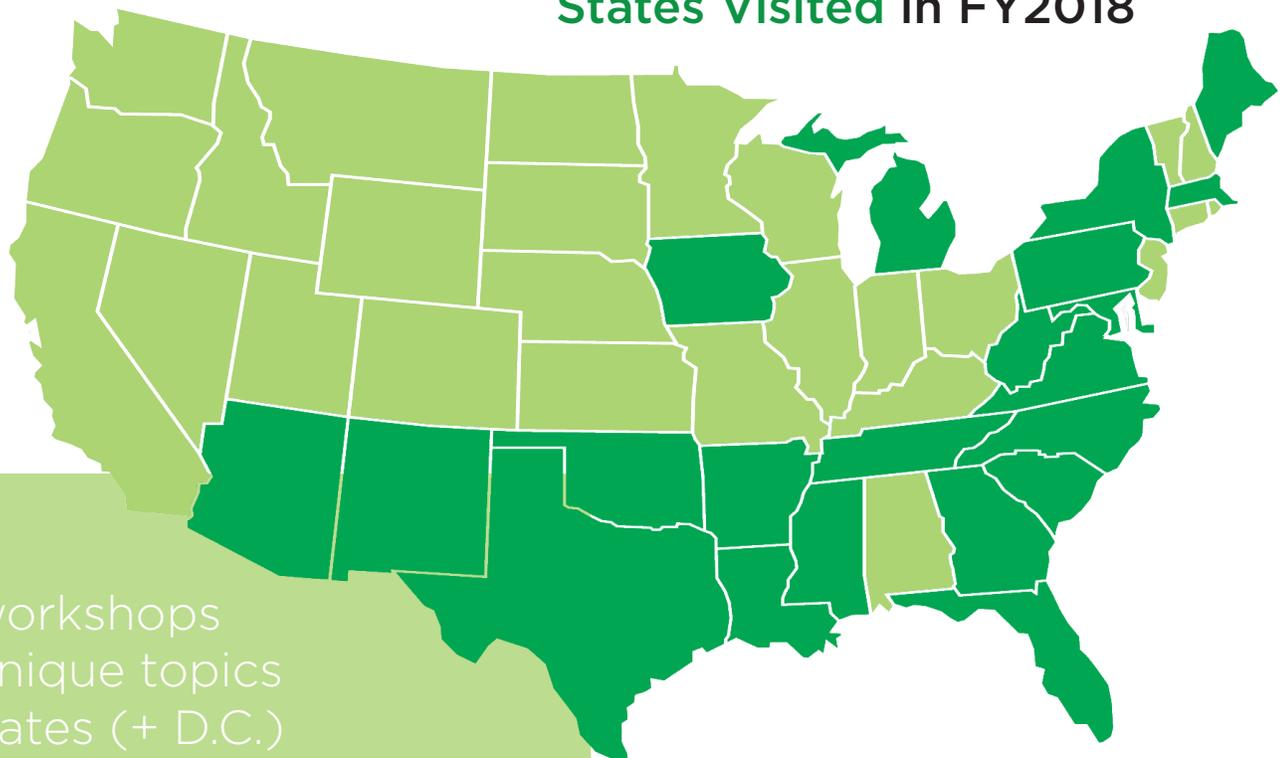
Consultation Ratings

Help provided: Response time:



**averages determined from the 232 consultation evaluations received in 2018*

States Visited in FY2018



55 workshops
28 unique topics
21 states (+ D.C.)

RESOURCES + PUBLICATIONS

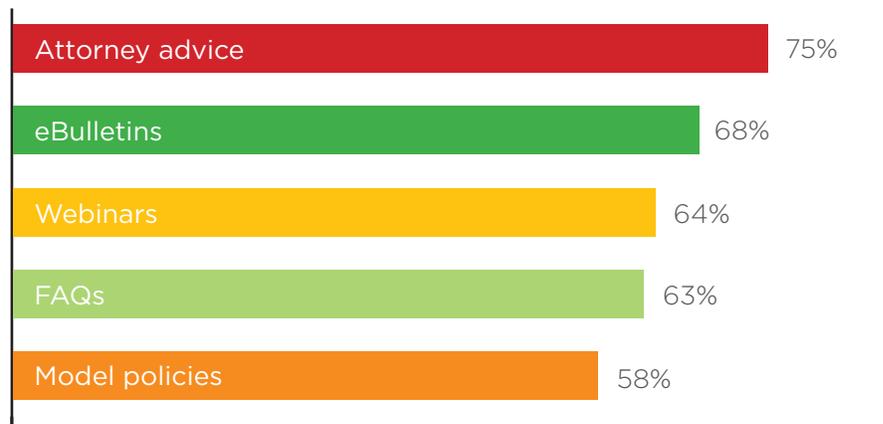
Top 10 Requested Legal Topics*

- 1 CSBG Organizational Standards
- 2 Board roles + responsibilities
- 3 Cost allowability
- 4 Procurement rules + policies
- 5 Bylaws requirements
- 6 Board engagement
- 7 Indirect costs
- 8 Relationship between board, ED, and staff
- 9 Fundraising rules
- 10 Other personnel policies

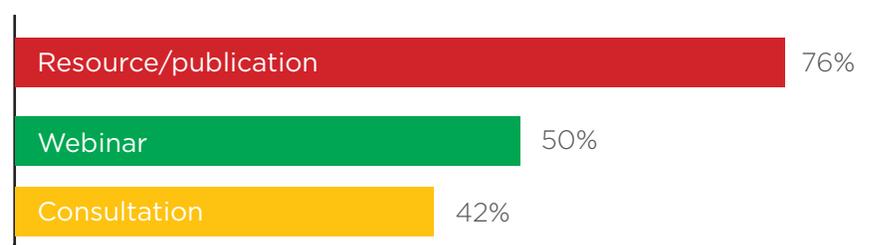
**based on the 346 responses received from our 2018 biennial survey*

CAPLAW is committed to creating a variety of resources and publications for the Community Action network, and we use your feedback to ensure our resources are best aligned with member needs.

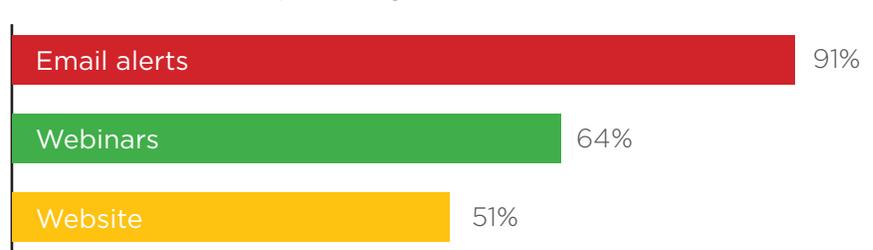
Top 5 Most Useful Resources*



Top 3 Most Frequently Used Resources*



Top 3 Preferences for Receiving CAPLAW Trainings, Communications, and Updates*



FEEDBACK

The following quotes are from CAPLAW members:

"CAPLAW cares about CAAs and is the only organization I have interacted with who is willing to discuss problems, research, and offer practical solutions to CAAs. While not a CAA, CAPLAW somehow understands and appreciates how CAAs work and their challenges. CAPLAW's availability, customer service, and operational assistance are invaluable!"

"CAPLAW's assistance resulted in some major changes in the way our state CSBG department was managing its CAAs. CAPLAW's help resulted in our State actually writing the policies that its CAAs were being held accountable to but never existed. Now there are actual policies, not assumed ones being used arbitrarily by monitors at will."

CAPLAW relies on feedback from our members to ensure that we are aligning our practices, resources, and support with your needs.

89%*

of members report relying on CAPLAW's assistance to stay in compliance with applicable legal and grant management requirements

More than half*

of members report that access to CAPLAW's assistance has decreased their CAA's overall legal costs

**based on the 346 responses received from our 2018 biennial survey*



CONFERENCE HIGHLIGHTS

2018 National Training Conference
Albuquerque, NM



Overall Conference Rating

8.6*
out of 10

*based on the 187 submitted 2018 conference evaluations



With expert knowledge in their fields, our results-oriented faculty of attorneys, financial professionals, government officials, and nonprofit managers helped attendees navigate the challenges and take advantage of the opportunities that CAAs and other federally-funded organizations encounter each day. Our full line-up of 34 workshops addressed current governance, human resources, financial, sustainability, program, and advanced topics, covering a variety of knowledge levels.

670
attendees

236
first-time attendees

60+
new Executive Directors

34
workshops

"Although I've been with Community Action for 13 years, this is the first CAPLAW experience I've had. After attending in Albuquerque, I realized I should have been attending all along, and that I should access CAPLAW for assistance more often. Also the City Alive Tour was informative and inspirational. Thanks for setting that up!"

Highest Workshop Attendance

Governance: How Mission, Programs, and Finance Can Align	150
Program: CSBG Update	140
Governance: Don't Hit Snooze! Key Financial Indicators for Sound Board Governance	130
HR: Managing Multiple Generations in the Workforce	130
HR: Opioids and the Workplace: Legal and Psychological Perspectives	125

*number of attendees

CONFERENCE HIGHLIGHTS



Most Highly Rated Workshop Within Each Track

Governance: Don't Hit Snooze! Key Financial Indicators for Sound Board Governance	4.54
HR: #MeToo in the Workplace; Congratulations, You've Been Promoted! Now What? (tied)	4.91
Financial: Policies Required Under the Uniform Guidance	4.91
Sustainability: Get Results With Your Appeal Letters	4.83
Program: Collective Impact: Working Together for Results	4.44
Advanced: Swimming with the Sharks: How CAAs Can Move Their Social Enterprises Forward	4.67

*out of 5

"So excited about the social enterprise session. We have something in the works, and I hope to compete in the Shark Tank competition at next year's conference!"

Most Highly Rated Workshops Overall

Financial: Policies Required Under the Uniform Guidance	4.91
HR: #MeToo in the Workplace	4.91
HR: Congratulations, You've Been Promoted! Now What?	4.91
HR: Opioids and the Workplace: Legal and Psychological Perspectives	4.85

*out of 5

Workshops Rated as Offering the Most Applicable Content

Financial: Policies Required Under the Uniform Guidance
HR: Congratulations, You've Been Promoted! Now What?
HR: #MeToo in the Workplace
Sustainability: Get Results with Your Appeal Letters

LOOKING FORWARD: 2019



Photo courtesy of Charlotte's Got a Lot

2019 NATIONAL TRAINING CONFERENCE

Join us in Charlotte, North Carolina!

June 19 - 21, 2019 | The Westin Charlotte

Featuring workshops in governance, financial, human resources, sustainability, programs, and specialized topics.

WORKSHOP SPOTLIGHTS

Swimming with the Sharks

We are bringing back one of last year's most popular workshops, Swimming with the Sharks: Moving Your Social Enterprises Forward. We are calling for CAAs to participate again in this Shark Tank-style workshop! Selected CAAs will deliver an in-person, 5 minute pitch of their business ideas to a panel of social enterprise gurus (aka "Sharks") and receive valuable feedback and a chance to win the "Most Valuable Business Plan" award. [Submit your proposals today!](#)

Ask the Financial Experts

This session will provide a unique opportunity to hear a panel of experienced financial experts – a consultant, an auditor, and a CAA CFO – answer specific questions that CAPLAW and the experts regularly receive, along with questions from you and your peers. [Submit your questions today!](#)

Asked + Answered: Your Burning Board Governance Questions

Even the most experienced and functional of boards can hit a speed bump from time to time. This session will feature a panel of Executive Directors and board members who will share from their experiences navigating difficult board situations and answer questions CAPLAW commonly receives about governance challenges. The panel will also address questions generated from the Community Action network. [Submit your questions today!](#)

"This has always been the most professional and well organized conference I have ever attended. You know when you attend that you will have top notch speakers, and everything that is offered is something you will use in the future."

REGISTRATION OPENS IN MARCH

2019 PRIORITIES

1

STRENGTHENING NEW COMMUNITY ACTION LEADERS

Enhance the process of leadership transitions at CAAs across the country through trainings, consultations, and referrals to regional CAPLAW board ambassadors.

2

INCREASING BOARD EFFECTIVENESS

Develop orientation and training resources to build CAA board leadership capacity.

3

GIVING COMMUNITY ACTION A LEGAL VOICE

Advocate on behalf of the Community Action network through our work with individual member organizations, collaboration with our national partners, and recommendations to government agencies on administrative regulations and policies.

4

EXPANDING THE ATTORNEY NETWORK

Identify additional attorneys to work with CAAs and equip those attorneys with the knowledge they need to provide effective counsel.

5

BUILDING A NEW WEBSITE

Improve member experience by creating a more user-friendly website featuring streamlined access to CAPLAW resources.

CAPLAW Board of Directors

Jerralynn Ness, President

Former Executive Director
Community Action of Washington County
Hillsboro, Oregon

Bertha Proctor, Vice President

Chief Executive Officer
Pace Community Action Agency, Inc.
Vincennes, Indiana

Arlene Dobison, Treasurer

Chief Executive Officer
The Agricultural and Labor Program, Inc.
Winter Haven, Florida

Pamala La Frenz, Secretary

Former Executive Director
Missouri Valley Community Action Agency
Marshall, Missouri

Betsey Andrews Parker

Chief Executive Officer
CAP of Strafford County
Dover, New Hampshire

Darlene Bigler

Chief Executive Officer
Blueprints
Washington, Pennsylvania

David Brightbill

Executive Director
Washington-Morgan Community Action
Marietta, Ohio

Kathy Di Nolfi

Chief Program Officer
A New Leaf
Mesa, Arizona

Dawn Hommer

Chief Executive Officer
CAA of Southern New Mexico, Inc.
Las Cruces, New Mexico

Ken Robinette

Chief Executive Officer
South Central CAP, Inc.
Twin Falls, Idaho

Sandra Sewell

Executive Director/CEO
AJFC Community Action Agency, Inc.
Natchez, Mississippi

Patricia Stieger

Board Member Emeritus
Bettendorf, Iowa

CAPLAW Staff

Eleanor Evans

Executive Director + General Counsel
Boston, Massachusetts

Jonathan Cohen

Staff Attorney
Boston, Massachusetts

Allison Ma'luf

Deputy Director + Senior Counsel
Boston, Massachusetts

Ashley Billingsley

Operations Manager
Boston, Massachusetts

Veronica Zhang

Assistant Counsel
Boston, Massachusetts

Elle Enander

Communications + Events Assistant
Boston, Massachusetts