

CAAP BOARD OF DIRECTORS MEETING

CEO REPORT ON CAAP ACTIVITIES

FOR THE PERIOD

JANUARY 23, 2019 – MAY 7, 2019

1) KEY FOCUS AREAS

a) Public Policy

- CAAP has joined the United Way of Pennsylvania's (UWP) Asset Limited Income Constrained Employed (ALICE) Research Committee. The ALICE report will be released June 18th. The research advisory committee has received a copy of the report and is providing feedback to the UWP.
- CAAP continues to be an active member of the Coalition for Low-Income People (CLIP).
- CAAP continues to be an active participant of the "PA Choice" and the "We the People" coalitions which advocates for a state budget that favors low-income families. The Pennsylvania Budget and Policy Center (PBPC) runs both coalitions. Coalition members have put together a "Fair Share Tax" plan that will be introduced in the PA House.
- Budget coalition members are also tracking the Working Families Tax Relief Act (WFTRA) which was recently introduced in the US Senate (cosponsored by Sen. Casey) and proposes significant expansions to the Earned Income Tax Credit and the Child Tax Credit. If enacted, this proposal would give a big boost to more than 4 million low- and middle-income Pennsylvanians.
- CAAP continues to participate with the "Meet the Needs of Pennsylvanians" coalition. The coalition focuses on issues pertaining to low-income families living in deep poverty by increasing the cash assistance grant and SSP (state supplemental payment). Coalition members are tracking HB 33, the bill to eliminate General Assistance.
- CAAP supported and participated in NCAF's Annual Legislative Conference in Washington DC on March 18 – 22. One of the highlights featured Glenn Thompson's presentation regarding his sponsorship of CSBG's reauthorization bill, HR 1695.
- CAAP continues to participate with the PA Hunger Action Coalition. Coalition members held their bi-annual meeting on April 12th. One of the highlights from this meeting featured two representatives from Senator Vincent Hughes office who conducted a presentation on SB 360 & 361 which would create a new intergenerational poverty initiative for PA.

- CAAP continues to participate with the LIHEAP Advisory Committee.
- The Department of Human Services approached CAAP to coordinate a series of poverty simulations for emergency management personnel throughout the state. Working with a few of our member agencies (BCOC, CAPLanc, Tri County CA, Chester County DCD, Blueprints), DHS, the Red Cross, and a non-member organization based in Altoona, three separate trainings will be held in April, June and October.

b) ROMA

We will work with PA Trainers to set up a series of regional Introduction to ROMA trainings during the summer and fall for staff to provide opportunity for all agencies in the various parts of Pennsylvania. We will continue to coordinate Intro to ROMA trainings with agencies when requested. We continually have Trainer candidates and we certify them as soon as possible as each candidate demonstrates proficiency in ROMA knowledge. We similarly advise Implementer candidates when contacted for assistance. Both kinds of ROMA professionals will be part of a group to review and discuss ROMA on a bi-monthly web meeting schedule.

As of now, we have 7 Trainer candidates from the 2019 NCRT class, 5 candidates from the 2018 class, and 1 candidate from 2017. The 2017 candidate is now quite busy doing practice trainings to get certified. The Association of Nationally Certified ROMA Trainers has just started cracking down on candidates who do not finish in the year they are trained. Dan interceded on behalf of some 2018 candidates who received the notice; in PA we have learned not to schedule ROMA trainings in January and December as weather typically interferes. We need trainings to get these candidates certified, so please contact CAAP (Dan) if your staff needs to be trained.

At this time we have 4 ROMA trainings for staff and 2 ROMA board trainings set between April and August.

c) Community Needs Assessment Tool We held a webinar to orient members on the new platform for the tool. Initially there was some trouble with the process to get new User IDs, but that has been

fixed. We are also loading a link to the webinar recording on our website, to help new users get to know the tool and its capabilities.

d) Member Support

- Beginning the second year of the CAAP Public Engagement Toolkit project. The toolkit will empower CAAP members to more effectively communicate the value of Community Action and the impact of poverty in their communities with their community leaders. With the help of last year's VISTAs, CAAP created 5 toolkit prototypes for five member agencies.
 - Recruited 2 new fulltime VISTAs. The new VISTAs have gone through Office of Community Services training and are currently progressing through a training curriculum that CAAP's Communications Director has developed. Their month long training should equip the new VISTAs with the skills necessary to advance the toolkit project.
 - Met with Karen Woodings, Mark Price, and Jeff Garis to brainstorm about developing messaging content for upcoming toolkit one-pagers.
- Continuing monthly Development/Communications group calls. CAAP's Communication's Director is overseeing this group. The group has met three times and attendance has grown.
- Continuing monthly Executive Forum calls
- Continuing monthly Work Ready calls
- Starting a video project with the goal of creating three videos that will complement major themes uncovered in the CAAP Public Engagement Toolkit project.
- Oversaw CAAP's Affiliate Membership program.
- Responded to multiple member and non-member requests for information.
- The second year of the CAAP Public Engagement Toolkit project is ramping up. The toolkit will empower CAAP members to more effectively communicate the value of Community Action and the impact of poverty in their communities with their community leaders.
 - A master toolkit is nearly finished. The master toolkit will be comprised of various one-pagers covering different aspects of poverty, PowerPoint presentations, and sample social media posts.
 - Wrote a proposal for CNCS to acquire VISTAs to continue the VISTA toolkit project for a third and final year.

- CAAP has recruited two members for its Affiliate Membership program. Both Affiliate Members are returning members. They are: CAP Systems and NSM Insurance Group.
- Responded to multiple member and non-member requests for information.

e) CAAP Strategic Plan Progress and Update

Mission Statement: The mission of the Community Action Association of Pennsylvania is to strengthen, advocate for, and empower the state network of Community Action Agencies to effectively address issues of poverty.

1a: Big Question: How do we financially sustain the organization?

CAAP’s funding sources break down roughly as follow: 77% government, 13% membership dues and 10% investment return and other miscellaneous income. Until recently, CAAP was entitled to be funded through the CSBG formula as an eligible entity; however, effective January 2019, CAAP will no longer receive CSBC funding but will, instead, provide desired services to DCED through an annual contract. CAAP will continue to receive some CSBG funding through the RPIC grant.

CAAP is heavily reliant upon government support. Without it, CAAP cannot sustain itself. It is unrealistic to raise membership dues which, although not increased in many, many years, seem to be right-priced. CAAP must find ways to diversify and expand its revenue sources.

Strategy Screen Criteria:

We require that any strategy we adopt must meet the following criteria:

- Benefit the Network
- Be financially feasible
- Advance CAAP’s mission
- Be ethically sound
- Support the dignity and well-being of Community Action clients
- Consider the impact on partnership relationship
- Capitalize on competitive advantages

Proposed Strategy:

We will create a video production program which will help its member agencies tell their stories to broaden public understanding of specific agencies as well as enhance understanding of poverty in general. We will market our expertise to member agencies, national and local partners and

organizations whose missions align with community action. We will create a fair fee schedule that will provide a steady source of income.

Testing the Strategy:

The strategy meets the criteria of the Strategy Screen.

LensCAAP Update

- CAAP Social Enterprises Holding Inc. and LensCAAP is up-and-running. EIN numbers have been obtained and banking accounts are being setup for both organizations. CAAP has hired a Project Manager and Storyteller (Candace Lowery), a Video Editor and Motion Graphics Designer (Patricia De la Pena), and a Videographer (Clark Stefanic). LensCAAP has purchased nearly all of its video equipment and paid for additional startup necessities such as lawyer fees, subscriptions, and other office supplies like furniture (nearly \$46,000 spent). LensCAAP has one client, the United Way of Pennsylvania, and seven likely clients who are currently reviewing their proposals. LensCAAP’s website is www.lenscaap.org.

NEXT STEPS WORK PLAN

STRATEGY 1a: Create Video Production Program/Company

Activity	Responsible Person(s)	Timeframe	Description of tasks; comments
Create a revenue model for Lens CAAP	Steven Martinez	July 2018	Completed
Develop a business plan for CAAP’s board of directors to review	Steven Martinez	August – September 2018	Completed
Present a business	Steven Martinez	October 2018	Completed

plan to CAAP's board of directors			
Obtain funding for Lens CAAP	Steven Martinez	January 2019	Completed
Startup Lens CAAP	Steven Martinez	January – March 2019	Completed
Solicit Lens CAAP clients	Steven Martinez	Winter 2019	Ongoing
Hire one videographer and purchase equipment	Steven Martinez	February 2019	Completed
Begin Operations	Steven Martinez	April 2019	Completed

#1b: Big Question: How do we financially sustain the organization?

CAAP's funding sources break down roughly as follow: 77% government, 13% membership dues and 10% investment return and other miscellaneous income. Until recently, CAAP was entitled to be funded through the CSBG formula as an eligible entity; however, effective January 2019, CAAP will no longer receive CSBC funding but will, instead, provide desired services to DCED through an annual contract. CAAP will continue to receive some CSBG funding through the RPIC grant.

CAAP is heavily reliant upon government support. Without it, CAAP cannot sustain itself. It is unrealistic to raise membership dues which, although not increased in many, many years, seem to be right-priced. CAAP must find ways to diversify and expand its revenue sources.

Strategy Screen Criteria:

We require that any strategy we adopt must meet the following criteria:

- Benefit the Network
- Be financially feasible
- Advance CAAP's mission
- Be ethically sound
- Support the dignity and well-being of Community Action clients
- Consider the impact on partnership relationship
- Capitalize on competitive advantages

Proposed Strategy:

We will aggressively seek out and market Affiliate Membership to vendor organizations whose missions and business practices align with community action. Affiliate members pay substantial dues but require little from CAAP other than initial access to its membership. Expanded Affiliate membership will enhance revenue.

Testing the strategy:

The strategy meets the criteria of the Strategy Screen.

NEXT STEPS WORK PLAN

STRATEGY 1b: Enlist more Affiliate Members

Activity	Responsible Person(s)	Timeframe	Description of tasks; comments
Engage current Affiliate Members with Collaborative Conference	Steven Martinez	July – September, 2018	Completed
Continue strong communication with current Affiliate Members	Steven Martinez	October – December, 2018	2 of the three Affiliate members have signed up for a second year
Develop stronger relationships with this year’s Collaborative Conference Sponsors	Steven Martinez and CAAP Staff	October 2018 Collaborative Conference is scheduled Oct. 4-5	CAAP decided to not participate in the Collaborative Conference and is instead hosting its own stand-alone conference. Outreach to potential conference sponsors and Affiliate Members has begun.
Connect with Member Agencies to generate leads for prospective Affiliate Members	Steven Martinez	After Collaborative Conference	CAAP has obtained two Affiliate Members. Both are returning members. No other Affiliate Member prospects are known at this time.
Connect with National	Steven Martinez	After Collaborative	No other affiliates are

Partner Event Sponsors		Conference	known at this time
-------------------------------	--	-------------------	---------------------------

#2: Big Question: How do we support agencies through the increasing challenges?

Community action agencies are facing many new and ongoing challenges such as the opioid epidemic, diminished funds at federal/state/regional levels, regionalization and shifting resources, collaboration, mergers, and shared services, and administrative burdens and cost of administering programs.

Strategy Screen Criteria:

We require that any strategy we pursue must meet the following criteria:

- Benefit the Network
- Be financially feasible
- Advance CAAP’s mission
- Be ethically sound
- Support the dignity and well-being of Community Action clients
- Consider the impact on partnership relationship
- Capitalize on competitive advantages

Proposed Strategy:

We will strengthen and advocate for our member agencies through continued advocacy with DCED and national partners and through serving in leadership positions on national boards. We will ensure that Symposium and Conference offerings are relevant and focus on issues geared towards strengthening the CAAs and will maintain robust communication. Additionally, CAAP will support and advocate for individual agencies as needed.

Testing the strategy:

The strategy meets the criteria of the Strategy Screen.

NEXT STEPS WORK PLAN

STRATEGY 2: Support Member Agencies

Activity	Responsible Person(s)	Timeframe	Description of tasks; comments
Symposium	Steven, Susan, Dan, Deb	September - April	Completed
Annual Conference	Steven, Susan, Dan, Deb	January - October	CAAP track focus on front line staff
Executive Forum	Susan	Monthly	Occurring & Ongoing
Work Ready Calls	Dan	Monthly	Occurring & Ongoing
Meetings with DCED	Susan, Dan	Monthly	Occurring & Ongoing
Serving on National Boards, Committees	Darlene Bigler, Tay Waltenbaugh, Gene Brady, Dan Leppo	Regularly throughout year	Occurring & Ongoing
Newsletters	Steven	Twice Monthly	Occurring & Ongoing
Social Media	Steven	Weekly	Occurring & Ongoing
Regional Meetings	Susan, Dan, Steven	Twice Yearly	Next regional meeting scheduled to occur during symposium.
Trainings	Susan, Dan	Throughout the year	Occurring & Ongoing
Matrix	Steven	Every two years	Will update Matrix in 2019 to reflect agency changes. This project will begin in June 2019
Public Engagement Toolkit	Steven	Currently in second year of the three-year project. Second year VISTA service ends in August.	See notes in member services section above. Currently recruiting third and final year of VISTAs.
Videos	Steven	Ongoing	Currently have 9 videos, 3 more during 2018-19
Advocacy on statewide coalitions	Steven, Susan	Throughout the year	LIHEAP, PA Budget and Policy Center, PA Choice Coalition Leadership Team, PA Hunger Action Coalition meeting, SNAP subcommittee.

			Task is ongoing.
National Advocacy	Steven, Susan	Throughout the year	Recently attended NCAF legislative conference; provide agency information and state data to NCAF. Preparing for National Community Action month. Task is ongoing.
Community Needs Assessment	Dan	Ongoing	
Website	Steven	Ongoing	Regularly update and refresh site; keep it relevant and easy to access. Task is ongoing.
VISTA Oversight	Deb	Ongoing	Function as VISTA umbrella organization; Currently oversee 9 projects

2) COMMUNICATIONS

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 10, 2019 – April 22, 2019:

- Website visitors
 - Total: 4,225 (up 19% from last quarter).
 - Unique visitors: 3,762 (up 18% last quarter).
- Total Actions: 11,888 (up 18% last quarter)
 - Page Views: 10,345 (up 19% from last quarter)
 - Downloads: 988 (up 22% from last quarter)
 - Clicking on outbound links: 555 (down 6% from last quarter)
 - Average Action: 2.8 (even from last quarter)
 - Average Time per visit on CAAP's website: 4m 24s (up 7% from last quarter)
- Top 5 most popular pages on CAAP's website
 - Home page: 2,065 views (down 3% from last quarter)

- 2019 Symposium webpage: 695 views (up 708% from last quarter)
 - Agency Info page: 647 views (up 25%)
 - LensCAAP project manager application: 289 views (up 24%)
 - Who We Are page: 262 views (up 11%)?
- CAAP’s social media presence has steadily increased
 - Facebook: CAAP has a total of 501 “likes” as of April 22, 2019 (up 11 from last quarter). CAAP continues to gain a steady growth of likes.
 - Twitter: Regular posts, at least one per week, have kept CAAP’s presence high. CAAP now has 784 Followers (up 2) and 947 Tweets (up 10).
- Newsletter (CAAP Update and CAAP Advocacy and Partner Update)
 - CAAP continues to publish at least one newsletter update and one advocacy and partner update per month.
 - CAAP average mailing score from January through April 22, is 8.85 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. This score is slightly above from last quarter.
 - CAAP currently has 916 CAAP Update newsletter subscribers.

Conference(s) and Special Events:

- CAAP has been focused on the 2019 Community Action Symposium, which takes place on May 7 – 9 in Harrisburg. CAAP will introduce a new mobile app and registration check-in process at the symposium.
- CAAP is preparing for the 2019 Self-Sufficiency Award nominations. Nominations open May 13th.
- CAAP is preparing for its newly restored stand-alone annual conference which takes place October 8 – 10 in Harrisburg. The theme this year is “Renewal”.

3) VISTA PROGRAM

During this quarter the current VISTA’s are now in the seventh month of their service year. A summary of their progress is listed below:

Blueprints: The current VISTA is building on the Content Matrix started by the former VISTA Member and working closely with the Administrative Manager and Outreach Coordinator to continue the high quality communication realized since adding the Communications VISTA. She has helped build a robust library of print materials and messaging that can continue to be used moving forward.

CAAP: By the end of spring, the two VISTAs will have developed a master toolkit with supplemental resources, and they will have begun customizing 10 toolkits for 10 member agencies. The third and final year of VISTAs will complete customized toolkits for the rest of CAAP member agencies. During CAAP's fall annual conference, we will publicly announce and present the toolkit project to member agencies with the intention of building interest and anticipation of the toolkit resources. By the end of the third and final year of this project, CAAP will deliver and train member agencies on how to best utilize and update their customized toolkit.

CAPLANC: The Light Up Southeast committee purchased several materials that will be reusable for many years, including decorations and an artificial holiday tree. A partnership with City government also improves expectations of sustainability for this project. The VISTAs are keeping detailed records of projects and outcomes for future staff/volunteers and are incorporating volunteers into the program.

Allegheny Co DHS: Allegheny County DHS will continue the initiatives begun by the VISTA to address the opioid epidemic once the VISTA completes her commitment. DHS will continue to utilize DHS program staff to help with PA GET HELP NOW promotion; will host DDAP trainings to help individuals become educated about addiction; and will attend community events that are focused around advocating for addiction recovery.

Project Selection Process update:

The Project Selection Process for the 2019 -20 VISTA years ended in mid-February. All current projects will continue for 2019-20. These projects are:

- CAAP (Communications and Marketing Associates)

- CAPLANC (Community Development Coordinator, Campaign to Combat Poverty Coordinator and BlockCAPtains)
- Blueprints (Communication Coordinator)
- Allegheny County Bureau of Behavioral Health (Drug and Alcohol Coordinator).

Of the three new projects that were submitted, 2 were approved:

- Tri County Community Action (Farmers Market)
- Union Snyder (Food Security).

At the request of the CNCS, CAAP will be bringing on board the following 2 non-CAAP agencies:

- FOTP (Friends of the Poor) in Scranton, PA (2 slots) - Volunteer Management and Data Collection
- Holy Family Pittsburgh (2 slots) - Literacy/Tutoring and Pre-Apprenticeships.

All projects continuing and new are actively recruiting with start dates ranging from July 8, 2019 to August 19, 2019.

4) Other

a) Regional Performance & Innovation Consortium (RPIC) Grant

The new grant application will soon be out. The Region 3 RPIC have been reviewing activities and looking ahead to what has to be done. The grant forecast mentions “human capacity,” OCS acting Director Clarence Carter’s term for having clients receive a through and complete bundled service. This is a switch from an emphasis on agency performance management. CAAP has used its past grant to assist with governance and ROMA trainings, including assisting trainers and Implementers to get their ROMA certification.

The RPIC continues to follow the T/TA Initiative plan it set into place in 2018. CAAP is sitting in on the Community Level Learning Group run by the Community Action Partnership. The states are working together to have a regional panel available to all states of agencies involved in Community Level work who can present at statewide events, offering insight into how they are progressing with

the activities. CAAP has created a new page on its website to post Region 3 RPIC information; while a bit sparse now, we expect it to grow with activities.

ROMA

Region 3 NCRT Training took place in March, with Implementer training set for May. There will be a regionwide ROMA update event for both trainers and implementers in July; the planning of which has already begun.

On the national level, ROMA Next Generation is gearing up a bit more. There will be more Theory of Change training for both staff and boards.

b) 2019 DCED Service Contract

We developed the services plan with budget to be completed pursuant to a contract with DCED to provide linkages/partnerships, education/training, and communications. Many of the services are the same types of programs and services we offered as a limited purpose agency. We had anticipated quick action on the contract's execution by the Commonwealth, but unfortunately, we are now entering our fifth month of the master contract being finalized. This has put CAAP into a dire financial situation. We are learning from the experience and will approach DCED with a new contract early in 2021 to be prepared for 2022 and a new contract cycle.

c) CSBG DATA Task Force

The Training and Guidance committee I chair recently developed an FAQ on Module 3 Reporting Targets to help with identifying when baselines and targets are set for the time period and when outcomes are to be reported. We are in the process of completing a Community Level FAQ and doing more on an Annual Report FAQ sheet. With the latter, it was determined that we should wait until the AR April 30th deadline passes so that we may hear more about the reporting process which can inform on the questions to be answered.

d) COPOS Task Force

A new initiative by DCED, this advisory group provides additional agency feedback to help the report and use the COPOS reporting system. The group is comprised of local CAA personnel who regularly

use COPOS and Dan, who meet regularly with DCED staff. This is a collaborative effort to explore potential tools that agencies can utilize to inform and educate stakeholders, board members, executive management, and the public about the programs and outcomes produced through Community Action. Since its formation in January, the task force has met a couple times and are engaged in reviewing interface enhancements that will help with information input.