

## **CAAP BOARD OF DIRECTORS MEETING**

### **CEO REPORT ON CAAP ACTIVITIES**

#### **FOR THE PERIOD**

**OCTOBER 17, 2018 – JANUARY 23, 2019**

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

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

- The PA United Way's new ALICE project is ramping up. CAAP has joined the ALICE Research Committee which had its first meeting on December 17<sup>th</sup>. A second in-person meeting is set for January 23<sup>rd</sup>.
- Participated in Gov. Tom Wolf's Food Security Partnership Meeting on October 29<sup>th</sup>. CAAP is working with the SNAP committee.
- Joined a new poverty coalition called Meet the Needs of Pennsylvanians. 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). Their first meeting was held on November 27, and since then two additional meetings have been called.
- Supported NCAF staff on various agency outreach and advocacy requests. For example, provided a post midterm update on PA's congressional district outcomes for NCAF staff and reached out to PA CAAs to encourage agencies with newly elected representatives to build a relationship with their new member of congress.
- Attended the LIHEAP Advisory Committee Meeting.
- Attended two PA Hunger Action Coalition Meetings.

#### **b) ROMA**

We will work with PA Trainers to set up a series of regional Introduction to ROMA trainings 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.

In order to facilitate a better understanding of ROMA and determine what other resources may be helpful in the implantation of ROMA into agency operations, programs and services, we will also establish a bi-monthly web-meeting schedule for a ROMA discussion group for any agency that wishes to participate.

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

In mid-December the tool was migrated from Community Commons to the Engagement platform. This new platform is operated by the tool's original developer, University of Missouri CARES unit, who has continued to maintain the tool. CARES has hired the Community Commons developer to be part of their operations. An orientation to the new tool, which maintains much of the same look and interface as the Community Commons version, will be set up in a few weeks. As the tool is now back on a platform owned by the developer, we believe that we are done with any further platform switches.

What we are not done with is improving the tool. We will have a voluntary CNA Tool group to advise us in developing the tool further to be effective as possible. We will be setting up that group during February.

#### **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.

**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 plan to CAAP's board of directors	Steven Martinez	October 2018	Completed
Obtain funding for Lens CAAP	Steven Martinez	January 2019	Startup funding source comes from CAAP investments. Begin to execute the strategy that was included in business plan
Startup Lens CAAP	Steven Martinez	January – March 2019	Execute the strategy that was included in business plan
Solicit Lens CAAP clients	Steven Martinez	Winter 2019	Begin internally with CAAP members and strategic partners
Hire one videographer and purchase equipment	Steven Martinez	February 2019	Hopefully by this point CAAP will have identified 6 or more clients prior to spending large sums of operating cash
Begin Operations	Steven Martinez	April 2019	The goal is to begin producing videos by spring 2019.

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

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**Strategy Screen Criteria:**

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- 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**

<b>Activity</b>	<b>Responsible Person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
<b>Engage current Affiliate Members with Collaborative Conference</b>	<b>Steven Martinez</b>	<b>July – September, 2018</b>	<b>Completed</b>
<b>Continue strong communication with current Affiliate Members</b>	<b>Steven Martinez</b>	<b>October – December, 2018</b>	<b>2 of the three Affiliate members have signed up for a second year</b>

<b>Develop stronger relationships with this year's Collaborative Conference Sponsors</b>	<b>Steven Martinez and CAAP Staff</b>	<b>October 2018 Collaborative Conference is scheduled Oct. 4-5</b>	<b>The Collaborative Conference is an opportunity to meet potentially new Affiliate Members.</b>
<b>Connect with Member Agencies to generate leads for prospective Affiliate Members</b>	<b>Steven Martinez</b>	<b>After Collaborative Conference</b>	<b>Businesses start to manage their next year's sponsorship budget in the fall. That's the ideal time to prospect for new Affiliate Members.</b>
<b>Connect with National Partner Event Sponsors</b>	<b>Steven Martinez</b>	<b>After Collaborative Conference</b>	<b>Another opportunity to connect with likely Affiliate Members is to reach out to businesses who support our national partners</b>

**#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**

<b>Activity</b>	<b>Responsible Person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
Symposium	Steven, Susan, Dan, Deb	September - April	Leadership focused
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	
Trainings	Susan, Dan	Throughout the year	Occurring & Ongoing
Matrix	Steven	Every two years	
Public Engagement Toolkit	Steven	Will be completed in 2019	Occurring & Ongoing
Videos	Steven	Ongoing	Currently have 9 videos, 3 more during



			2018-19
Advocacy on statewide coalitions	Steven, Susan	Throughout the year	Occurring & Ongoing
National Advocacy	Steven, Susan	Throughout the year	Work with NCAF setting up legislative visits in DC; setting up visits to agencies by legislators; provide agency information and state data to NCAF
Community Needs Assessment	Dan	Ongoing	
Website	Steven	Ongoing	Regularly update and refresh site; keep it relevant and easy to access
VISTA Oversight	Deb	Ongoing	Function as VITA 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: October 9, 2018 – January 9, 2019:

- Website visitors
  - Total: 3,500 (up 2% or 423 from last quarter).
  - Unique visitors: 3,144 (up 2% or 383 from last quarter).
- Total Actions: 9,911 (up 2% or 1,223 from last quarter)
  - Page Views: 8,528 (nearly even from last quarter)
  - Downloads: 801 (up 22% or 224)
  - Clicking on outbound links: 582 (nearly even from last quarter)
  - Average Action: 2.8 (nearly even from last quarter)
  - Average Time per visit on CAAP's website: 4m 8s (nearly even from last quarter)
- Top 5 most popular pages on CAAP's website
  - Home page: 2,095 views (nearly even from last quarter)

- Agency Info – Community Action Agencies: 511 views (up 11%)
  - What We Do - Resources page: 255 (up 99%)
  - What We Do page: 245 views (up 16%)
  - Who We Are page: 228 views (up 11%)
- CAAP’s social media presence has steadily increased
  - Facebook: CAAP has a total of 490 “likes” as of January 9, 2019 (up 23 from last quarter). CAAP continues to gain a steady growth of likes. This quarter, we added more informational infographic driven content specifically focused on opioid resources, 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 782 Followers (up 3) and 937 Tweets (up 6).
- 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 October through December is 8.23 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 about even from last quarter.
  - CAAP currently has 920 CAAP Update newsletter subscribers.

**Conference(s) and Special Events:**

- Completed the second Collaborative Conference with the Pennsylvania Association of Nonprofit Organizations (PANO) and the Alliance of Nonprofit Resources (ANR). The conference occurred October 4<sup>th</sup> and 5<sup>th</sup> in State College, PA.
  - Financially, CAAP generated \$23,266 in paid registrations plus \$7,400 in sponsorship/exhibitor revenue. After expenses, CAAP profited \$13,101, an increase of \$2,436 compared to 2017.
  - CAAP’s board of directors has decided that CAAP should host a standalone conference thereby ending our Collaborative Conference partnership. Since then, the CAAP staff has been busy developing a strategy and content for CAAP’s 2019 Annual Conference. Dates

and hotel contracts for CAAP's 2019 and 2020 conferences have been confirmed. The agenda and speakers are being confirmed.

- Completed the 21<sup>st</sup> Annual CAAP Self-Sufficiency Awards. The ceremony occurred on October 4<sup>th</sup>, 6pm in conjunction with the Collaborative Conference. CAAP had 20 full Self-Sufficiency Award winners and 7 Progress Towards Self-Sufficiency Award winners.
- Completed the Forum: Community Action's Response to the Opioid Crisis. The Forum occurred October 18<sup>th</sup> from 10am – 4pm at the Radisson Hotel in Camp Hill, PA. All the forum resources and videos have been posted on CAAP's website.
- The CAAP staff is busy preparing for the 2019 Community Action Symposium. Once all the speakers have been confirmed, CAAP will disseminate an agenda.

### **3) VISTA PROGRAM**

During this quarter all the current VISTA Project sites have VISTAs serving in their first year. Our VISTA Leader Tiffany Franck, whose service year ended November 12, 2018 reenrolled and began her third and final year on November 13, 2018. A summary of their accomplishments is listed below:

**CAAP:** The new VISTAs (Annalisa Bauhaus and Sean Heisler) are now working hard at compiling and integrating the feedback collected from the summer meetings. Once the new toolkits are completed, new content will also need to be tested with key opinion leaders to ensure their ideas were accurately captured. A final, "master", toolkit should be designed by February.

Once the master toolkit is designed, the VISTAs will customize the content for all 42 CAAP member agencies. The time needed to customize 42 toolkits will probably take until August to complete. By that point, the second year VISTAs will have ended their year commitment.

**VISTA Leader:** Tiffany Franck continues to be a tremendous support for the current VISTAs that are serving. She schedules bi-weekly one on one calls with each member as well as hosting the monthly VISTA/Supervisor conference calls. She continues to provide them with information on a variety of topics from loan forbearance to living on a VISTA living allowance. She created a

monthly VISTA newsletter “VISTA Scoop” where they can find upcoming VISTA events, special events, VISTA birthdays and always an inspirational quote.

**CAPLANC** sponsors the following 3 VISTA projects:

**Block CAPtain:** The Block CAPtain VISTA (Adunola Bello) has been very successful in engaging the community through several events, forums, and clean-up efforts. Through outreach and by having conversations with residents, VISTAS were able to identify the unique needs and concerns of families in each neighborhood. VISTAS organized the Neighbor to Neighbor Forum, and then held follow up meetings in each quadrant. They organized several clean-up efforts in low income neighborhoods and followed up with events designed to celebrate accomplishments and foster a sense of community among residents. Most notably, VISTAS were able to facilitate the purchase of a garbage-filled lot and begin the process of transforming it into a park. Plans for the park were created with the residents’ full engagement and input, and fundraising for the project has now begun. Through these efforts VISTAS have been able to foster a sense of ownership among residents for their neighborhoods and empower them to be agents of change in their own communities.

**CDC (Community Development Coordinator- Cheyanne Boone):** The VISTAs have helped establish Lancaster Equity CDC as an organization that quickly began executing on strategies to help revitalize the community. VISTAS aided in the strategic planning process and helped recruit a board of directors made of leaders from several area agencies. They also created marketing and informational materials for the organization. Finally, VISTAS helped complete a proposal to purchase the historic Southern Market and turn it into a food hub/business incubator, which will allow members of the community a chance to pursue small business opportunities. This proposal was recently approved by the city.

**Coalition to Combat Poverty: (Alexandra Jean-Paul)** Throughout the duration of their assignments the VISTAS will demonstrate a truly collaborative approach to projects. In addition to the accomplishments already listed, VISTAS will help write and design the Coalition to Combat Poverty’s Year 2 Annual Report, to the One Good Job Report, which will detail the progress that has been made on the strategic plan to cut poverty in half in Lancaster City by 2032.

**Blueprints:** The VISTA (Tara Smith) was integral to the preparation and implementation of the agency's organizational rebranding. September 8, 2017 was the official rebranding day; the day the organization announced its name and brand change to the public. The VISTA wrote and sent press releases and crafted the messaging through social media outlets. The name change was picked up and featured in the national publication, Nonprofit Quarterly.

As a result of the VISTA's focus on social media, agency Facebook followers have increased from 1725 likes in July of 2017 to 4298 in December of 2018, which meets the goal of increasing their number of followers by 50%.

The newsletter distribution list also increased from 394 at the onset of VISTA service to 869 in December of 2018. This exceeds the goal of adding 100 email addresses to the list.

**Allegheny County:**

The current VISTA volunteer (Denija DuCasse) helped to coordinate training for Certified Recovery Specialists. She has also met with many leaders in the substance use recovery community in Allegheny County in order to develop a public relations and communications plan for PA GET HELP NOW and work to develop and strengthen peer recovery support services. She will work with a team of interns from the University of Pittsburgh to develop the marketing and communication campaign for PA GET HELP NOW and informing the public about the preferred pathway to access D&A services in Allegheny County.

**Project Selection Process:**

The current project selection process for continuing and new projects began in late September and ended in December. Three new Vista projects were submitted by the following agencies: Tri-County Community Action - Farmers Market; Union-Snyder: Food Security; and CAAP: LensCAAP. The 2018-2019 pre-concept papers were submitted to the CNCS State office on December 20, 2108 for their review and determination. Notification of which new projects will be approved will be in early to middle February. Continuing projects will most likely be approved. These projects will be approved to start their recruitment process now. A conference call is scheduled on Thursday January

10, 2019 for the purpose of discussing VMO ( Virtual Member Orientation) which replaces the PSO ( Pre-Service Orientation).

#### **4) CSBG Data Task Force**

The Training and Guidance committee I chair developed a lexicon of Annual Reports terminology to foster universal understanding and application by the agencies completing their reports. The AR uses much of the same terminology as the old IS report (and in PA it is all still done through COPOS), but some new terms have been introduced and the context of others may have changed. We think local CAAs and state offices will find the lexicon useful, but we expect that we will update the document as reporting is completed and questions arise.

#### **5) Other**

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

We have entered our last year as the Lead Agency for the Region 3 RPIC. With the commencement of the new grant year a lot of time has been spent planning the program and events.

##### Community Level work

Common to the states are the integration of Community Level work for Module 3 of the new Annual Report. We look to impart technical assistance in a variety of ways:

Panel of those doing Community Level work: The state associations and state offices are reviewing information to identify local CAAs that have shown effectiveness in Community Level work. The RPIC intends to establish a panel that can travel to the different association's conferences help other agencies develop Community Level work. We are looking to have panelists that can relay and advise on the basics, good practices and pitfalls they experienced through different approaches and strategies.

Regional Action Community: After the panel presentations, we will establish a group for those actively working on Community Level work to discuss/help each other with the work.

Conference Calls: We will set the groundwork to set up regional conference calls/web meetings in the Fall 2018 about the mechanics of Community Level work.

Resource Page: We will also develop a resource page that will be located on the CAAP website.

## ROMA

Implementation: We are working to set up a regional webinar with the local DC CAA, UPO, who won national recognition for ROMA integration into their programs and operations, to present on how they accomplished this goal. The presentation will be recorded and posted on our website.

CAAP will be establishing two groups to meet bi-monthly. The first will be open to any agency with an interest in sharing experiences with integration/implementation, what has been done, what is needed to get it done. This information can be related to national decision-makers to hone effective implementation and develop regional webinars.

Trainings: Both Implementer and Trainer trainings will be offered during the Spring 2019. These ROMA persons will also learn more on implementation at the ROMA Update held in the Summer 2019.

## Data Collection and Analysis

Background work on this is being done this grant year to develop training of how to do data analysis and more pointedly, for advocacy work.

## Leadership

The RPIC is planning to establish a Region 3 New Executive Director bootcamp and a resource webpage to help in leadership development. This grant year is background work with actual work aimed for the next grant year.

### **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.

## **2019 SERVICES PLAN**

### **COMMUNITY ACTION ASSOCIATION OF PENNSYLVANIA**

#### SERVICES AND PROGRAMS

The Commonwealth's goal for the CSBG program is to reduce poverty by supporting eligible entities to become agents of change in their efforts to assist the low-income population of Pennsylvania with and

through communities to move individuals and families out of poverty. To that end our programs and services will support eligible entities to increase their flexibility and agility to respond to the diverse needs of their service areas by utilizing ROMA Next Generation and fostering partnerships and linkages to create meaningful solutions.

The services and programs are divided into 3 sections: Linkages/Partnerships, Education/Training, and Communications.

Units of Service include CAAP staff time, hardware and software, services and materials to achieve the stated initiatives.

### **LINKAGES/PARTNERSHIPS**

Need Assessment: Our members request our representation at various levels of government, with like entities and national partners, and regarding issues impacting their delivery of service or operations. Similarly, the governments and national and statewide partners ask us to help our members be part of an effective network.

**Goal 1: To foster and build upon mutual understanding toward improving effectiveness of programs and services, CAAP will work in partnership with Commonwealth of Pennsylvania governmental offices to provide an ongoing flow of information to and from governmental offices to and from Pennsylvania Community Action Agencies (CAAs) on critical topics and issues.**

**Initiative 1.1:** During 2019, we will hold no less than 8 meetings with the Department of Community & Economic Development. The meetings will be part of a coordinated effort to provide and update a State Training and Technical Assistance Plan for CAAs.

**Initiative 1.2:** Work Ready is an integral part of many poverty programs, preparing clients to overcome obstacles to employment. CAAP works as a liaison between the PA Department of Human Services that runs the program and the providers who conduct the programs around the state, the majority of whom are CAAs. CAAP will host 10 monthly Work Ready teleconferences between local



agencies and the Department of Human Services to further understanding of policies and procedures in the correct operation of the Work Ready program.

**Initiative 1.3:** CAAP will work with the Department of Banking and Securities to promote awareness of financial abuse and fraud in low-income and elderly populations. CAAP interacts with the department on a quarterly basis and provides CAAs linkages to these programs through various media and a conference session.

**Initiative 1.4:** CAAP will continue to develop a set of Public Engagement Toolkits that will help local CAAs strengthen their community partnerships, expand their advocacy efforts and enhance their communities' dialogues about poverty through a better informed, rational discussion. This is a long-term undertaking that will take more than one grant cycle for product generation. CAAP aims to customize each toolkit for every CAAP member agency and have all the toolkits developed and delivered to the agencies by the Fall of 2019. CAAP will coach CAAs in the use of the kits in the following months.

**Initiative 1.5:** CAAP will collaborate with its partners on poverty-related matters, providing CAAs with information and linkages to the PA Public Utility Commission, PA Utility Law Project and the PA Law Project.

**Goal 2: CAAP will maintain relationships with existing collaborators involved in policy review, education and resource development related to poverty amelioration and community improvement.**

**Initiative 2.1:** CAAP will maintain membership and participate in efforts of 8 national, regional and/or state organizations and coalitions. (NCAF, Community Action Partnership, CAPLAW, Stop Payday Lending Coalition, PA Food Security Summit, Housing Alliance of PA, Region III RPIC, ROMA Center of Excellence, CSBG DATA Task Force, and Pennsylvania Association of Nonprofit Organizations.)

**Initiative 2.2:** CAAP will interact on poverty-related matters with the PA Legal Aid Network, PA Head Start Association, United Way of Pennsylvania, PA Energy Assistance and Weatherization Coalition,

State LIHEAP Advisory Council, Coalition of Low-Income Pennsylvanians, Center of Rural PA, Federal Tax Credit Work Group, State Food Data Collection Commission, Hunger Free PA, Energy Association of PA, Pa Partnership for Children, Making Work Pay PA Coalition, Federal Tax Credit Work Group, Raise the Wage PA, Pennsylvania's Choice 2017 Budget Campaigns, PA Budget & Policy Center, and Keystone Research Center.

**Goal 3: CAAP will provide statewide VISTA coordination for Pennsylvania agencies. VISTAs assist agencies in developing and implementation of new services or programs to ameliorate the conditions of poverty.**

**Initiative 3.1:** CAAP will maintain coordination for 7 VISTAs and their sponsor organizations through the end of the current contract (ending August to November 2019).

**Initiative 3.2:** During 2019, CAAP will coordinate the application and contracting of 8 to 10 VISTAs for the next contract year (beginning August 2019) and maintain coordination for the VISTAs and their sponsor organization through December 2019).

### **EDUCATION/TRAINING**

Needs Assessment: Community Action Agencies indicated a need for learning and remaining updated on emerging and current policies and procedures.

**Goal 4: CAAP will hold the annual CAAP-DCED Leadership Symposium in April 2019 to offer a selection of topics toward effective performance management in addition to CSBG-related information.**

**Initiative 4.1:** The symposium will be attended by 220 persons (including national speakers) involved in or related to the Community Action network.

**Initiative 4.2:** The symposium will be attended in whole or in part by 42 of CAAP's 42 members, whose hotel and meal costs up to 5 persons/agency will be covered to encourage participation.

**Goal 5: CAAP will hold its annual conference in October 2019, offering a selection of topics toward effective management, frontline staff administration and techniques, finance and human resources, and CSBG-related information.**

**Initiative 5.1:** The conference will be attended by 300 persons (including speakers)

**Initiative 5.2:** The conference will be attended in whole or in part by 32 of CAAP's 42 members.

**Initiative 5.3:** CAAP will recognize 20 clients of member agencies for their significant improvement to or toward self-sufficiency during the Self-Sufficiency Awards ceremony at the conference.

**Initiative 5.4:** Five CAA-specific workshops will be offered in addition to PANO's regular workshop offering. The 5 workshops will be related to improving Organizational Standards compliance, ROMA Next Generation and the CSBG Annual Report, and governance training or CSBG-related topics.

**Goal 6: Increase members' knowledge to enable and reinforce performance management. The Commonwealth adopted Organizational Standards as described in the federally issued Information Memorandum 138. We use the IT reporting system COPOS, DCED monitoring reports, and discussions with and between CAAs to identify state wide trends in compliance issues as well as prioritize training needs within the network.**

**Initiative 6.1:** CAAP will develop a series of governance written modules and training videos to be posted online for use by CAAs.

**Initiative 6.2:** CAAP will establish a statewide and regional ROMA Training Schedule and arrange meeting spaces to aid the availability of easily accessible trainings for CAAs in each of the six regions of the Commonwealth and allow for one statewide training.

**Initiative 6.3:** CAAP will establish a statewide support group for the integration of ROMA into CAA operations and programming in a series of monthly calls.

**Initiative 6.4:** CAAP will establish a statewide group ROMA NCRTs and NCRIs to discuss issues in creating understanding and/or implementation of ROMA, to meet on a bi-monthly basis.

**Goal 7: Develop a Statewide Training and Technical Assistance Strategy.**

**Initiative 7.1:** Working with DCED staff, CAAP will review needs revealed through Organizational Standards reporting, DCED monitoring reports, and dialogues with member agencies to develop a strategy of providing in-person and online trainings to assist PA CAAs in not only complying with national performance measures, but improving operations and reporting capabilities, resulting in more effective CAA operations and programs.

**COMMUNICATIONS**

**Goal 8: CAAP will provide a resource of information through a variety of media to member agencies and similar agencies who partner or collaborate with us on mutual interests.**

**Initiative 8.1:** CAAP will continue effective communication efforts, including *CAAP Update*, to present information to members on emerging issues and information collected from DCED, other state, regional and national sources. CAAP will send out 12 monthly editions of *CAAP Update* during 2019.

**Initiative 8.2:** CAAP will continue effective communication efforts on the CAAP website, to provide a constant reference point for members searching for information on emerging issues and information collected from DCED, other state, regional and national sources. During 2019, CAAP's website will experience 20,000 visitors, who will visit an average of 4 pages, for an average duration of 120 seconds.

**Initiative 8.3:** CAAP will enhance its interactions with members and the community through outreach and education via Facebook and Twitter. Social media allows for more timely and far-

reaching communications. CAAP will post weekly, relevant articles on Facebook and Twitter which should have an average reach of 20 persons per post. CAAP will increase Facebook likes to surpass 300 persons in 2019. These are effective media to notify CAAs of information from DCED and other State programs related to poverty.

**Initiative 8.4:** CAAP will enhance its educational efforts by posting video content on its website, social media accounts and newsletter. CAAP will develop 3 “story-telling” or educational videos.

**Initiative 8.5** CAAP will host and record quarterly webinars of DCED presentations, to communicate on poverty-related issues, CSBG and/or COPOS matters. The webinars will be posted to the CAAP website to be available for CAAs to watch after the original presentation date.

**Goal 9: CAAP will keep our member agencies apprised of our involvement with partners, coalitions and collaborations so our members will be aware of the issues and matters being discussed and may in turn advise us of any concerns.**

**Initiative 9.1:** CAAP will produce 12 monthly *CAAP Advocacy & Partner Update* reports to our member agencies, highlighting our activities in the preceding month.

**Goal 10: To further identify training issues or matters shared by multiple agencies requiring attention, CAAP will hold regional meetings for CAA staff and executive forums for CEO’s/Executive Directors of local agencies.**

**Initiative 10.1:** CAAP will hold 6 regional meetings throughout 2019. Altogether, we expect 91% of all member agencies to participate in one of the regional meetings.

**Initiative 10.2:** CAAP will hold 10 executive forums allowing the top-level leaders to discuss key issues, share experiences and learn from colleagues within the network.

**Goal 11: The State Lead Agency reviews each agency’s Community Needs Assessment every three years. Many CAAs are keeping the CNA current. CAAP will maintain the Community Needs Assessment**

**tool to better assist Pennsylvania Community Action Agencies in gathering quantitative and qualitative data and conducting analysis of the information.**

**Initiative 11.1:** CAAP will facilitate the maintenance of the tool in agreement with the University of Missouri Center for Applied Research and Environmental Systems (CARES). Each data source will be updated annually or, if the source does not update annually, at the rate the source provides an update; the update will be done by CARES or the Pennsylvania State Data Center (PSDC) under guidance by CAAP. CAAP will continue to add other data sources and work with CARES to identify sources and options for use of new resources.

**Initiative 11.2:** CAAP will maintain a toolkit on its website that guides agencies through the use of the tool and provides a primer on analysis. CAAP will provide technical assistance to agencies in need of help with the tool. CAAP will continue to add links to similar resources as they become available.

**Initiative 11.3:** CAAP will maintain a work group of member agencies to review suggestions offered by users in further refining the tool or the toolkit. The work group will decide the disposition of the suggestions.

**Goal 12: CAAP will update and maintain the CAAP Service Matrix, listing programs and services provided by its member agencies within their service areas.**

**Initiative 12.1:** CAAP will distribute 1,000 hard copies of the matrix to member agencies, legislators, state agencies and the public upon request.

**Initiative 12.2:** An electronic version of the CAAP Service Matrix will be maintained and updated on the CAAP website.

2019 Service Contract budget

Goal/Initiative	Initiative Total	Goal total	Section Total
<b><u>Linkages/Partnerships</u></b>			61,473
<b>Goal 1:</b>		21,029	
<b>Initiative 1.1:</b> 8 meetings with DCED	3,314		
<b>Initiative 1.2:</b> Work Ready	2,363		
<b>Initiative 1.3:</b> work with the Dept of Banking and Securities	2,215		
<b>Initiative 1.4:</b> Public Engagement Toolkits	8,940		
<b>Initiative 1.5:</b> PA partners on poverty-related matters	4,197		
<b>Goal 2:</b>		27,072	
<b>Initiative 2.1:</b> membership in 8 national, regional and/or state organizations and coalitions	17,832		
<b>Initiative 2.2:</b> PA poverty-related organizations	9,240		
<b>Goal 3:</b>		13,372	
<b>Initiative 3.1:</b> 7 VISTAs to November 2019	4,246		
<b>Initiative 3.2:</b> Recruit 8-10 VISTAs in 2019	9,126		
<b><u>Education/Training</u></b>			18,249
<b>Goal 4: Symposium</b>	187,800	187,800	
<b>Goal 5: Conference</b>	42,071	42,071	
<b>Goal 6: Member performance management</b>		60,153	
<b>Initiative 6.1:</b> Training modules and videos	52,047		
<b>Initiative 6.2:</b> ROMA Training schedule	3,794		
<b>Initiative 6.3:</b> ROMA support group	2,626		
<b>Initiative 6.4:</b> ROMA NCRT/NCRI group	1,686		
<b>Goal 7: Statewide TTA Strategy</b>	10,143	10,143	
<b><u>Communications</u></b>			84,653
<b>Goal 8: CAAP media communication</b>		50,575	

<b>Initiative 8.1:</b> CAAP Update	10,656	
<b>Initiative 8.2:</b> CAAP website	11,880	
<b>Initiative 8.3:</b> CAAP social media	10,824	
<b>Initiative 8.4:</b> CAAP storytelling videos	10,575	
<b>Initiative 8.5:</b> DCED webinars	6,640	
<b>Goal 9: CAAP Partners reporting</b>	10,656	10,656
<b>Goal 10: Regional meetings and Exec Forums</b>		9,513
<b>Initiative 10.1:</b> CAAP will hold 6 regional meetings	6,234	
<b>Initiative 10.2:</b> CAAP will hold 10 executive forums	3,279	
<b>Goal 11: CNA</b>		8,238
<b>Initiative 11.1:</b> CNA Tool maintenance	3,276	
<b>Initiative 11.2:</b> CAAP will maintain a toolkit	3,276	
<b>Initiative 11.3:</b> CNA work group	1,686	
<b>Goal 12: CAAP Service Matrix</b>		5,671
<b>Initiative 12.1:</b> Print 1000 copies	2,650	
<b>Initiative 12.2:</b> Electronic version and update	3,021	
		446,293