

## **CAAP BOARD OF DIRECTORS MEETING**

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

**FOR THE PERIOD**

**MAY 7, 2019 – JULY 17, 2019**

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

##### **Public Policy and Partnerships**

- On June 24<sup>th</sup>, David Bradley meet with U.S. Representative Scott Perry regarding HR 1695. Agency visits with Rep. Perry are currently being scheduled for August.
- CAAP supported the nationwide Community Action Month efforts. CAAP also spearheaded a video to kick off Community Action Month which the Community Action Partnership featured and promoted throughout the month.
- Provided a storytelling presentation at the Virginia Community Action Partnership's annual membership meeting on June 13<sup>th</sup>.
- Provided a social enterprise workshop at the CAPLAW Annual Conference on June 20<sup>th</sup>.
- CAAP joined the United Way of Pennsylvania's (UWP) Asset Limited Income Constrained Employed (ALICE) Research Committee. The ALICE report was formally released at a press conference on June 18<sup>th</sup>.
- 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 helped impact budget negotiations.
- 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. HB 33 passed the PA Senate during the last week of June. If Governor Wolf signs the bill into law, GA can end as early as August 1<sup>st</sup>.
- CAAP continues to participate with the PA Hunger Action Coalition.
- CAAP continues to participate with the LIHEAP Advisory Committee and the Weatherization Assistance Program Committee.

## **ROMA**

Region 3 NCRT Training took place in March Implementer training occurred in May. There will be a regionwide ROMA update event for both trainers and implementers in July.

## **CAAP ROMA**

We currently have 16 NCRT candidates, 22 NCRTIs, and 7 NCRTI candidates. We have 20 NCRTs, though 3 are more Train-the-Trainers oriented and 2 others have left the CAA network, so we have 15 active certified trainers. We are looking for ROMA training opportunities for the NCRT candidates.

We are also planning to provide a more varied ROMA training program for staff and boards. We will begin offering half-day sessions on Theory of Change. Eventually we will also do Data Collection and Analysis as well as Community Level Work trainings. Some will incorporate videos produced on the national level, but with a certified presenter to facilitate the training.

At this time, we have 2 ROMA trainings for staff and 2 ROMA board trainings set between July and September. A 3<sup>rd</sup> staff training that will test out the Theory of Change training will be set up for the early fall.

## **Community Needs Assessment Tool**

Very little activity on our end during this last quarter, with most agencies using the system well enough and few new users. Invoices were sent out in May and as of July 1<sup>st</sup>, over two-thirds have been paid. The remaining agencies are receiving a reminder.

## **Member Support**

- Continuing monthly Executive Forum calls
- Continuing monthly Work Ready calls
- Continuing monthly Development/Communications calls
- Responded to multiple member and non-member requests for information.

- The second year of the CAAP Public Engagement Toolkit project is in full swing. The toolkit will empower CAAP members to more effectively communicate the value of Community Action and the impact of poverty in their communities and with 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, sample social media posts, and infographics.
  - CAAP is currently recruiting next year's VISTA members. Currently, one VISTA has been recruited. She will begin at the end of August.

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

- CAAP planned and executed the 2019 Community Action Symposium, which took place on May 7 – 9 in Harrisburg. CAAP introduced a new mobile app and registration check-in process at the symposium.
- Currently, 2019 Self-Sufficiency Award nominations are coming in. Nominations opened May 13<sup>th</sup> and close in mid-July.
- CAAP is confirming speakers and the program for its newly restored stand-alone annual conference which takes place October 8 – 10 in Harrisburg. The theme this year is “Renewal”.

**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's Social Enterprise, LensCAAP is up-and-running. The LensCAAP team has nearly wrapped on two client video projects. Three video projects are nearly completed for the United Way of Pennsylvania's ALICE project and one video project is nearly finished for the Virginia Community Action Partnership. CAAP is in pre-production with the Bucks County Opportunity Council; with a for-profit client, Langan Financial, and with the National Community Action Partnership. LensCAAP is in the Discovery phase with the Community Progress Council in York County and Central Susquehanna Opportunities to do a few video projects as well. Finally, three other agreements have been sent and those organizations are currently reviewing their proposals.

**NEXT STEPS WORK PLAN**

**STRATEGY 1a: Create Video Production Program/Company**

<b>Activity</b>	<b>Responsible Person(s)</b>	<b>Timeframe</b>	<b>Description of tasks; comments</b>
<b>Create a revenue model for Lens CAAP</b>	<b>Steven Martinez</b>	<b>July 2018</b>	<b>Completed</b>
<b>Develop a business plan for CAAP's board of directors to review</b>	<b>Steven Martinez</b>	<b>August – September 2018</b>	<b>Completed</b>
<b>Present a business plan to CAAP's board of directors</b>	<b>Steven Martinez</b>	<b>October 2018</b>	<b>Completed</b>
<b>Obtain funding for Lens CAAP</b>	<b>Steven Martinez</b>	<b>January 2019</b>	<b>Completed</b>
<b>Startup Lens CAAP</b>	<b>Steven Martinez</b>	<b>January – March 2019</b>	<b>Completed</b>
<b>Solicit Lens CAAP clients</b>	<b>Steven Martinez</b>	<b>Ongoing</b>	<b>Ongoing</b>
<b>Hire one videographer and purchase equipment</b>	<b>Steven Martinez</b>	<b>February 2019</b>	<b>Completed</b>
<b>Begin Operations</b>	<b>Steven Martinez</b>	<b>April 2019</b>	<b>Completed</b>

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

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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**

<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>CAAP decided not to participate in the Collaborative Conference and instead is hosting its own stand-alone conference. Outreach to potential conference sponsors and Affiliate Members has begun.</b>
<b>Connect with Member Agencies to generate leads for prospective Affiliate Members</b>	<b>Steven Martinez</b>	<b>After Collaborative Conference</b>	<b>CAAP has retained two Affiliate Members. No other Affiliate Member prospects are known at this time.</b>
<b>Connect with National Partner Event Sponsors</b>	<b>Steven Martinez</b>	<b>After Collaborative Conference</b>	<b>No other affiliates are known at this time</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**

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	See notes in event section above.
Newsletters	Steven	Twice Monthly	See notes in newsletter section above.
Social Media	Steven	Weekly	See notes in social media section above.



Regional Meetings	Susan, Dan, Steven	Twice Yearly	The most recent regional meeting occurred during the 2019 symposium.
Matrix	Steven	Every two years	Will update Matrix in late fall 2019 to reflect agency changes.
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 2019 are scheduled.
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	Participated in National Community Action month. Task is ongoing. See notes in Public Policy and Partnership Update section
Website	Steven	Ongoing	Regularly update and refresh content. Task is ongoing.

## 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: April 23, 2019 – July 1, 2019:

- Website visitors
  - Total: 2,670.
  - Unique visitors: 2,415.
- Total Actions: 7,404

- Page Views: 6,363
  - Downloads: 798
  - Clicking on outbound links: 243
  - Average Action: 2.8
  - Average Time per visit on CAAP’s website: 4m 3s
- Top 5 most popular pages on CAAP’s website
  - Home page: 1,441 views
  - 2019 Symposium webpage: 431 views
  - Agency Info page: 416 views
  - PA Poverty Snapshot page: 289 views
  - 2019 Annual Conference page: 262 views
- CAAP’s social media presence has steadily increased
  - Facebook: CAAP has a total of 507 “likes” as of July 1, 2019 (up 6 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 789 Followers (up 5) and 948 Tweets.
- Newsletter (CAAP Update and CAAP Advocacy and Partner Update)
  - CAAP continues to publish at least one newsletter update and one advocacy and partner update per month.
  - CAAP average mailing score from April 22 through July 1, is 8.88 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 even from last quarter.
  - CAAP currently has 921 CAAP Update newsletter subscribers, up 5 since last quarter.

### 3) VISTA PROGRAM

The current VISTA’s are now in the eleventh and final month of their service year. A summary of their progress is listed below:

**Blueprints:** Tara is currently working on content development of a full social media plan for 2020. The agency will use this to write and produce content for 2020. This will help the communication team have

a better understanding of the branding outlook and specific awareness that will be highlighted throughout the year.

This will help with a smooth transition into 2020 to assist with completing the full plan under communication manager's direction.

**CAAP:** Initial toolkit prototypes have been created. VISTA's and their supervisor (Steven Martinez) have meet with 5 top Community Action leaders to discuss toolkit resources and incorporate their feedback into the toolkit. Toolkit resources have also been successfully utilized in recent meetings with community leaders. Once agency toolkit trainings begin, we will have more specific outcomes to measure and report. Currently, the toolkit resources are being tested and improved.

**CAPLANC:** The team took information on AmeriCorps VISTA and the openings at our CAP to the Millersville University Internship Fair. The VISTAs are continuing to pile up outcomes/results and momentum and expect that the Neighbor to Neighbor Forum and the work in housing and economic development will eventually generate revenue to support staff positions for these projects. Lancaster's antipoverty efforts made the front page of the Philadelphia Business Journal for its Coalition's connectivity to the business community.

**Allegheny Co DHS:** Denija organized a Career Fair for the Certified Recovery Specialists that have been certified as well as those that were recently certified. With the help of 11 providers from Allegheny County Department of Human Services, Office of Behavioral Health, Bureau of Drug and Alcohol Services contracted provider network the Career Fair was a success. Most of the people that attended were happy that they came out to learn about the potential employment opportunities in the recovery field. They also mentioned that they would refer others to sign up to be certified as well. During the process of interviewing potential candidates for the Certified Recovery Specialist training series the agency recruited an experienced Certified Recovery Specialist to help create questions for the interview. There was a total of 28 interviews, and we were able to accept all the candidates that qualified. Denija contacted the Department of Drug and Alcohol Programs (DDAP) to request any promotional materials and templates that were available. DDAP sent 4 boxes of promotional materials to be distributed to the

community and at different events. The digital director at DDAP was also able to forward new electronic copies of the promotional materials to be printed. These materials were forwarded to the Office of Community Relations here at DHS to have more materials printed.

**2019-2020 VISTA Recruitment update:** All current and new projects are recruiting. CAAP was allotted 11 VISTA slots plus 1 VISTA Leader position. To date three project sites have been successful in selecting VISTAs, those project sites are: CAAP, Union-Snyder, Blueprints and Holy family for a total of 4. The projects will be recruiting until August 9, 2019 which is the selection deadline for the September 3, 2019 VMO.

#### **4) OTHER**

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

We have completed our portion of the new grant application. Maryland CAP will be the RPIC Lead Agency next year and is collating and submitting the application.

The new grant is focused upon Human Capacity and Community Transformation – HCCT – which is something the Acting OCS Director, Clarence Carter, introduced at national events during the past year. Human Capacity refers to Whole Family/2-Generation programs, which we will term Intergenerational Poverty programs for our purposes. Community Transformation is focused upon Community Level work that will change conditions on a community level. This first year of the 3-year grant is seen as a planning year, to identify agencies doing HCCT work to build upon in the next 2 years. These agencies must be at least 90% compliant with the Organizational Standards.

We will have a national expert on Intergenerational Poverty present 3 sessions at the CAAP Annual Conference in October 2019. We will follow that up with a focus group of agencies interested in the intergenerational approach and will include webinars to help implement and grow the programs.

As an agency capacity building activity, we will hold a New Executive Orientation in May/June 2020. Like the one we held in 2016, we will include Performance Standards, ROMA and ROMA Next Gen, the Annual Report, Community Action history, overview by DCED as the State CSBG Lead Agency, Catalytic

Mission and Community Engagement, Governance and Management, Partnerships and Collaborations, and Resource Development.

Toward the goal of assisting CAAs meet the Organizational Standards, CAAP will continue its governance training program, with costs covered by the RPIC grant. We will also provide pre-conference sessions on human resource management and financial operations. The April 2020 Community Action Leadership Symposium will again provide a variety of topics aimed at helping PA CAAs gain a better understanding of how to meet and exceed the Organizational Standards.

**b) CSBG DATA Task Force**

The Training and Guidance committee I chair 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 30<sup>th</sup> deadline passes so that we may hear more about the reporting process which can inform on the questions to be answered.

The entire DATA Task Force will have an in-person meeting in DC on July 31<sup>st</sup> and August 1<sup>st</sup>. At the meeting we will review all work of the committees and set goals for the coming year.

**c) 2019 DCED Service Contract**

We have been working on the activities of the service plan since January, essentially a continuation of the services and programs from past years. It was only in June that the contract was officially executed with the Commonwealth, and we are awaiting our first draw which will encompass the first two quarters of the year. As this is a multi-year contract, we will not experience this reimbursement delay in the next two years. 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.

**d) Emergency Management Poverty Simulations**

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 were scheduled. To date, with BCOC

taking the lead, two simulations were done: in April with the Red Cross in Norristown, and in June for emergency personnel at Moravian College in Bethlehem. The third will be held in Altoona in late October.

**e) Staff Training**

Dan attended the CAPLAW Conference in Charlotte, NC. He attended sessions regarding bolder advocacy, board development, use of Annual Report data, and social justice leadership. More significantly, Dan presented on LensCAAP before an entrepreneurial Shark Tank and won the judges' award of a \$75 Amazon card which LensCAAP has used to purchase more equipment.

Dan will attend the Community Action Partnership Convention in Chicago during the last week of August.