

CAAP BOARD OF DIRECTORS MEETING

CEO REPORT ON CAAP ACTIVITIES

FOR THE PERIOD

OCTOBER 7, 2019 – JANUARY 15, 2020

1) KEY FOCUS AREAS

Regional Performance & Innovation Consortium (RPIC) Grant

We have wrapped up CAAP's administration of the 3-year grant (2016-2019). Final documents have been submitted to OCS. The full 22-page report is submitted separately for the board to review. CAAP has been responsible for not only Pennsylvania's portions of the reports but much of the regional activity as well. Interaction with other RPICs – and leading monthly discussions with other RPIC Leads – has garnered attention and respect for CAAP (and Dan) amongst other state associations.

As reported previously, the new grant is focused upon Human Capacity and Community Transformation (HCCT). Human Capacity refers to Whole Family/2-Generation programs and 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 had Garrett County Community Action from Maryland present on the 2-Gen approach at the 2019 Annual Conference; their videos are on our website. While well received, we believe we need to use others as consultants to work with PA CAAs to further develop 2-Gen approaches. The consultant will be paid out of the RPIC (\$5,000 set aside). We also intend to have 2-Gen informational videos developed (\$6,000 set aside).

ROMA

In the last months of the last grant, Dan worked to set up for Region 3 both a Nationally Certified ROMA Trainer training and an NCR Implementer training for the fall. The NCRT training took place in mid-November in Harrisburg and the NCRI training followed in Baltimore in December. The application fees are being paid out of the last ROMA grant. These opportunities have been well met. The NCRT training included 3 Pennsylvanians (one candidate left the Community Action network prior to the training, another expected candidate never applied). The NCRI training had 2 Pennsylvanians.

CAAP ROMA

We currently have 11 NCRT candidates, 24 NCRIs, and 8 NCRI candidates. We have 29 NCRTs, though 3 are more Train-the-Trainers oriented. We are looking for ROMA training opportunities for the NCRT candidates.

We are working to provide a more varied ROMA training program for staff and boards. We began with a half-day session on Theory of Change, the first for local agency staff held in mid-October in Scranton.

Dan and Jen Wintermyer will establish a group of ROMA Professionals in early 2020 to meet in-person and online to discuss ROMA issues and updates. The in-person meetings may work to coincide with regional ROMA trainings, providing closer training for staff than Harrisburg statewide trainings and opportunities for candidates to practice with Certified Trainers.

CSBG DATA Task Force

The Guidance and Training committee Dan chairs is currently reviewing a Module 4 instruction guide.

DCED Services Contract

The proposed contract is attached as an addendum to this report.

CAAP Community Needs Assessment Tool

In December, we audited users of the CAAP online tool and discovered a few non-Community Action users on the system. They have since been removed. Dan will be checking monthly with the tool's developer to ensure Community Action use only.

We also discovered that 22 PA CAAs did not currently have at least one user as a member. These agencies were emailed by both Dan and the tool's developer to activate memberships. That process continues to date.

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. 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. A third was held in Altoona in late October with Blair County CAA assisting the lead agency. A fourth simulation was held in Norristown in mid-December for Montgomery and Bucks Counties emergency personnel, again with BCOC facilitating. These last two simulations were modified slightly in the 3rd week with “power losses” from emergency situations shutting down agencies/businesses that the participants needed to access to seek assistance/employment. The participants at each of the four have reacted favorably to receiving the training and gained a better perspective on what persons with low-income may experience in everyday life and during emergency situations.

Work Ready

We have attended meetings with DHS about the changes to the program. This change is inevitable, the DHS Secretary is guiding the effort and has the Governor’s backing. The Department’s purpose is to create a better employment and training program. The long-term goal is developing a competitive procurement to implement that system by 2023. DHS is striving to develop a service model focused on comprehensive, individualized support with revised performance measures that better reflect and incentivize a wider range of services that better address the needs of the programs’ participants. In the first phase of this transition, DHS is recalculating and reorganizing local service structures for the populations. This reorganization will result in EARN programs focusing on the traditional TANF population and the Work Ready programs using their case management and barrier remediation expertise to serve ETANF individuals. This shift in populations and funding means that some Work Ready providers will not have a large enough population volume to financially support a full program. In areas where ETANF caseloads are projected to be 20 people or less, the existing Work Ready grants will expire on September 30, 2020 according to the terms of their current agreement and will not be renewed. During this transition, monthly Work Ready calls continue to be held by CAAP. CAAP Will continue to discuss the program changes with DHS and the 11 remaining agencies.

Conference(s) and Special Events:

Attendance

- Sparsely attended but well received for the most part.

- We had 143 attendees, whereas in past years we typically passed 200 attendees.
- We had an additional 82 attendees at the Self-Sufficiency Award Ceremony/Banquet, celebrating the accomplishments of 13 SSA winners and 5 Progress Certificate winners. The ceremony was well received.

Speakers

- Each of our 3 Keynote Speakers – David Bradley (pre-conference), Caylin Moore and Dr. Mike Thomson – received high marks.
- Workshop speakers were evaluated by attendees on a point system regarding attributes (knowledgeable, well-prepared, and engaging) and presentation results (because of this session would the attendee: share with a colleague, do something different). 61% of the speakers ranked above 90% in delivery; 87% garnered 88% or better in their evaluation points. One presenter, Rick Pins, took the top 3 positions of all speakers, no less than 97.87% during his 3 separate presentations.

Overall

- Attendees were also surveyed on which factors influenced them to attend the conference. The results are pretty even, with the conference location and workshop subject matter being the two most influential. Location seems to apply to Harrisburg, and not the hotel facility. The hotel was ranked in the low 80% for sleeping rooms and hotel staff, with food rated at 66%. It is evident that after what is contracted at this time (2020), that we should consider a switch to another Harrisburg area facility.
- Our online registration is viewed favorably (90%) and our on-site check-in is a near universal hit (97.6%). We will continue with these systems.
- CAAP staff was found to be helpful and courteous.

Following, for the board's review, is a breakdown of all the conference evaluations.

Overall Conference Evaluations

16 paper surveys were returned to us and 17 app users completed evaluations

1. What motivated you to attend the Annual Conference the most? Please rank in order of most influential to least influential with 1 being the most influential and 5 being the least influential.

The points were virtually evenly distributed in value, but Location of Conference led the others by 3-5 percentage points. Conversely, Conference Location received 3 requests for Penn State under comments.

Workshop Subject Matter	22.18%
Keynote Speakers	19.84%
Networking Opportunities	19.07%
Workshop Speakers	19.46%
Location of Conference	24.12%

2. Please rate your overall experience with each of the following:

Online Registration	90.00%
On-site Conference Check-In	97.60%
Conference App	91.20%
CAAP Staff Helpful	98.06%
CAAP Staff Courteous	98.71%
Program Booklet	91.03%
SSA Ceremony	94.07%
SSA Booklet	91.85%
Exhibitors	72.17%
Hotel Sleeping Room	81.67%
Hotel Staff	80.69%
Hotel Food	66.47%

3. Please let us know any additional suggestions and comments on this year's conference.

Hotel Food

I thought the food was not as good this year.
 Food wasn't great and seemed very limited.
 It seemed as though Wednesday's dinner was just Wednesday's lunch with carrots and a different sauce.

Hotel Facilities

Conference rooms were nice.
 Meeting rooms were cramped and cold.
 Space for poverty 2 gen workshops too small.
 Meeting rooms seemed small and crammed no matter how big the session was.
 [Meeting rooms] cold.
 Meeting rooms] cold on last day.
 Workshop rooms felt cramped. Hotel seems to need a lot of maintenance.

Hotel Staff

Hotel staff were okay, not exceptional.
 Check in/check out staff (ERO) very friendly & helpful.
 Jeff and Cathy in Dog & Pony Pub were wonderful.

Registration/CAAP Staff

Everything is awesome. My first name was misspelled. The CAAP staff member reprinted my name on my name badge. This is the first time I attended a CAAP conference. Two years ago, I attended the CAAP/PANO joint conference. I was awarded the self-sufficiency award.

Conference Location

Location of venue was convenient.

Keynote Speakers

Keynotes were great and motivating!

The speaker during lunch on Wednesday was offensive with his swearing! He could have toned it down!

Workshops

I attended the financial workshop and would have liked to have attended all of Rick Pins workshops, thus I was unable to attend "Hiring and Firing best practices", "Conducting legally sound background checks". If possible, I request that he returns. Also request Alan Jennings provide a workshop on fundraising.

Loved the workshops - very informative.

The workshop subject matters were not very inclusive of people of all levels in the organization. There were several times when there wasn't a single subject that was relevant to my position or to our Americorps VISTAs who are required to be here.

Maybe have a little more space in the rooms for the sessions. Some were a bit cramped.

Requested Topics/Matters

Leadership Training

More networking time! [However, please note that this same responder in Question 1 ranked networking as 2nd lowest motivation to attend.]

Would love to see more content on employment and training.

I would like to see the opportunity to do different sessions. Good sessions, scheduled at the same time.

Offer sessions multiple times.

Recordings of the sessions.

SSA Ceremony

[a star on the SSA ceremony]

The SSA ceremony was infinitely better than last year's banquet.

Thanks

Thank you for all the effort that goes into making this training a success.

Nice job.

The conference was 5!

Keynote Speakers

David Bradley – one app response – all 5s

Caylin Moore – one app response

Knowledgeable	5
Well prepared	5
Engaged Participants	4
Share with colleague	3
Do something different	3
Relevant	5

Dr. Mike Thomson – one app response – all 5s

Workshop Speakers Ranking

We will first do a grade analysis based upon the numerical ranking each speaker received. Comments written by attendees will follow.

The total number of points any workshop speaker could receive was 30 (6 questions, each with a weight of 5). Where there were multiple speakers, each speaker's attributes (knowledgeable, well-prepared, and engaging) were surveyed, but each speaker received the same points for the last three questions of results (share with a colleague, do something different) and topic value/future training desired. Some speakers had multiple workshops and some workshops had multiple speakers, so for 20 workshops there were 31 opportunities when a speaker could be evaluated.

19 of 31 speaker evaluations ranked above 90% in delivery.

8 of 31 ranked above 88%.

3 of 31 ranked between 82% and 88% - each of these was a speaker at multiple workshops (1 of whom [Sohl] had 2 other sessions ranked above 90%, 2 whom [2 Gen speakers] had 1 session ranked above 90% and 1 above 88%).

Only the 3 DCED speakers fell below 80% in their evaluations.

Rick Pins was well received, taking the three top ranks with each of his three workshops.

The 6 Thinking Hats workshop had all three speakers ranked above 96%.

PHFA's Holly Zugay (Building a Financial House) was next after Rick Pins for multiple session speakers with the 3 of hers ranked over 93% (her second session at 97.5%).

Catherine Crooker could be equal with or better than Holly Zugay as both of her sessions ranked above 95%. (Zugay had the highest score of any of Crooker's or her sessions, and so is listed first.)

The other 3-session workshop, 2 Gen Approach, had mixed results. The initial session was well received being ranked slightly above 93%, their third session slightly below 90%, and their second session not achieving above 85% for either speaker.

Kay Sohl improved with each session. (87.91%, 91%, and 95.9%). She was in a different room for the last two sessions than the first session. The last two sessions she felt the projector and room lighting did not work well, but we had no alternatives.

Bentch (Medical Marijuana) and the ALICE speakers did well, finishing above 90%.

The Census speakers' results are interesting. Lindsay Marsh scored 92% with Jim Masters scoring 88.67%. From comments on the evaluation forms, it is quite apparent that the two do not get along and that impacted their presentation.

WiseCAP surprisingly was ranked just above 88%. Given the number of trainings they conduct across the nation, and their popularity within Community Action, a higher grade was expected. It could be they

covered the topic well enough, but 4 persons said no to more training, and 3 did not respond on that last question, resulting in a point average of 3.52 whereas in other questions they scored no less than 4.48.

Pins C Background Checks	29.64	98.80%
Pins A Independent Contractors	29.58	98.60%
Pins B Hiring/Firing Practices	29.36	97.87%
6 Hats Jurman	29.25	97.50%
Zugay B Financial House	29.16	97.20%
Crooker D Fundraising	29.06	96.87%
6 Hats Carlisle	28.86	96.20%
6 Hats Wilson	28.86	96.20%
Sohl E Next Gen Fiscal Directors	28.77	95.90%
Crooker E Beyond the Annual Funds	28.59	95.30%
Zugay A Financial House	28.46	94.80%
Zugay C Financial House	28.13	93.76%
2Gen A Miller	28.11	93.70%
2Gen A Kelbaugh	28.06	93.53%
Bentch Medical Marijuana	27.86	92.87%
Census Marsh	27.6	92.00%
Sohl D Indirect Cost Rates	27.3	91.00%
ALICE Rotz	27.30	91.00%
ALICE Livelsburger	27.15	90.50%
2Gen C Miller	26.88	89.60%
2Gen C Kelbaugh	26.97	89.90%
Census Masters	26.6	88.67%
Wisecap High Performance Williams	26.55	88.50%

Wisecap High Performance Proctor	26.51	88.37%
Wisecap High Performance Blythe	26.51	88.37%
Sohl C FASB	26.37	87.91%
2Gen B Miller	25.29	84.30%
2Gen B Kelbaugh	24.81	82.70%
DCED Sheeler	23.80	79.33%
DCED Tabb	23.26	77.53%
DCED Bodek	23.26	77.53%

Comments received for the workshops

Pins A Independent Contractors

Make longer
Thank you!
Great Session

Pins B Hiring/Firing Practices

Excellent!
Nice!
Great
Excellent info! Very helpful! Thank You!

Pins C Background Checks

There should be more law based lectures with him! He's interesting!
Very Good! Thanks
Very engaging

Zugay Financial House

Thank You! (C)

Crooker D Fundraising

Catherine is an amazing presenter, the information was very helpful.
Valuable and Good information
Well done!
Best pres. of the week!

2 Gen Approach

"To be determined" (A)
Still need to understand more -> clearer breakdown on implementation program (A)

Topic is imp[ortant] - very little interaction with audience, no exchange of thought or ideas. Not what I thought it would be. (B)
Powerpoint was hard to read. Data loss on audience. (B)
We're doing similar procedures. Just some clean-up. It's valuable for those struggling with tracking. PPT was very hard to read. (B)
Implementation for Work Ready program. (B)
Thoroughly enjoyed all 3 sessions! Thank you! (C)
All three sessions were amazing & very helpful, another workshop to update how things are going with pro's and con's (C)
Want more tools and practice skills versus presentation of data. How did you use data vs, sharing data from your specific [programs]. (C)
A little Head Start centric made somewhat difficult to correlate with non-Head Start providers. Liked the Six Hats should be a handout (C)
Only attended #3. [gave speakers 5,5, 5, 5, 4, 4, 3,3, No] (C)

Bentch Medical Marijuana

Great presenter!
Great session!
I think that the program is amazing and there needs to be an hour long presentation.

Census

[On question of well prepared, side note:] Yes & No. They didn't work well together, interrupted each other A LOT. Clear tension between them. [This same attendee left blank the question of whether participants were engaged.] Same attendee said no to additional training, noting: I'll access additional infor[mation] from local points of contact.
Very good info but definitely a power struggle going on between presenters.
Your census handout has multiple spelling errors.
I've participated in a lot of the online stuff, so very familiar, but enjoyed sharing with my colleagues.

Wisecap High Performance

WiseCAP as always brought positive energy, while still educating
Love this team of trainers!!
Thank you!
One "No" was not due to the training "Just because I'm a DSL student in Leadership."

DCED

All presenters were helpful and knowledgeable and are always helpful

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	Completed
Startup Lens CAAP	Steven Martinez	January – March 2019	Completed
Solicit Lens CAAP clients	Steven Martinez	Ongoing	Ongoing
Hire one videographer and purchase equipment	Steven Martinez	February 2019	Completed
Begin Operations	Steven Martinez	April 2019	Completed

LensCAAP Update as of January 2020:

Completed Projects

ALICE – United Way - \$10,000

Proposal Prepared – 3/26/19

Proposal Signed – 3/28/19

Filming Dates – 4/17/19 (?)

Project Complete – 7/24/19

Bucks County Opportunity Council - \$10,000

Proposal Prepared – 5/29/19
Proposal Signed – 6/3/19
Filming Dates – 8/6/19 – 8/8/19
Project Complete - 11/14/19

Virginia Community Action Partnership - \$3,000

Proposal Prepared – 4/16/19
Proposal Signed – 4/29/19
Filming Dates – 5/23/19
Project Complete - 7/9/19

CAAP Symposium – \$5,000

Filming Dates – 5/6/19 – 5/8/19
Project Complete - 5/24/19

CAAP Fall 2018 Conference – \$5,000

Filming Dates – 10/8/19 – 10/10/19
Project Complete - 11/12/19

National Partnership Conference (Chicago) - \$6,000

Proposal Prepared – 4/23/19
Proposal Signed – 6/28/19
Filming Dates – 8/26/19 – 8/30/19
Project Complete - 10/8/19

Current Projects

Central Susquehanna Opportunities - \$4,500

Proposal Prepared – 8/20/19
Proposal Signed – 8/20/19
Filming Dates – 9/26/19
Project Complete - January 2020

Langan Financial/Legacy Business Advisors - \$3500

Proposal Prepared – 6/12/19
Proposal Signed – 6/12/19
Filming Dates – 10/18/19
Project Complete - January 2020

STEPS Inc. - \$12,000

Proposal Prepared – 7/25/19
Proposal Signed –
Filming Dates – 11/4/19 – 11/8/19
Project Complete - TBD 2020

Census 2020/National Partnership - \$6,500

Proposal Prepared –

Proposal Signed – 12/5/19
Filming Dates – 12/10/19 – 12/11/19
Project Complete - January 2020

Future Projects

United Way of Northern New Jersey - \$5,000

Proposal Prepared – 10/22/19
Proposal Signed – 10/21/19 (?)
Filming Dates – March 2020
Project Complete - Deadline April 30, 2020

SERCAP Storytelling Videos - \$8,500

Proposal Prepared – 9/4/19
Proposal Signed – 9/23/19
Filming Dates – April 2020
Project Complete - TBA no deadline

New River Community Action - \$5,000

Proposal Prepared – 7/29/19
Proposal Signed – 12/16/19
Filming Dates – Spring 2020
Project Complete - TBA

Projects Under Discussion

Gamut Theatre - \$300
CAFCA Presidential Forum - \$5,000
SERCAP Documentary - \$30,000
Leadership Harrisburg - \$1,875
Pennsylvania Colon Cancer - \$12,000
David Bradley/NCAF - \$8,500

#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	Steven Martinez	July – September, 2018	Completed

Conference			
Continue strong communication with current Affiliate Members	Steven	October – December, 2018	2 of the three Affiliate members have signed up for a second year
Develop stronger relationships with this year’s Conference Sponsors	Susan	July – October 2019	Will reach out to ORS and MoA following Conference in October 2019
Connect with Member Agencies to generate leads for prospective Affiliate Members	Susan		CAAP has retained two Affiliate Members.
Connect with National Partner Event Sponsors	Susan		No other affiliates are 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	Susan, Dan, Deb	September - April	Annually
Annual Conference	Susan, Dan, Deb	January - October	Annually
Newsletters	Dan	Twice Monthly	See notes in newsletter section above.
Social Media	Dan	Weekly	See notes in social media section above.
Regional Meetings	Susan, Dan	Twice Yearly	The most recent regional meeting occurred during the 2019 symposium.
Matrix	Dan	Every two years	Will update Matrix in late fall 2019 to reflect agency changes.
Public Engagement Toolkit	Dan, Susan	Currently in final year of the three-year project.	Recruited VISTA for final year of a 3-year project
Videos		Ongoing	Currently have 9 videos, 3 more during 2019 are scheduled.

Advocacy on statewide coalitions	Dan, Susan	Throughout the year	LIHEAP, PA Budget and Policy Center, PA Choice Coalition Leadership Team, PA Hunger Action Coalition meeting, SNAP subcommittee, EFSP state set aside committee. Task is ongoing.
National Advocacy	Susan	Throughout the year	Participated in National Community Action month. Task is ongoing.
Website	Dan	Ongoing	Regularly update and refresh content. Task is ongoing.

2) COMMUNICATIONS

Newsletters

As we worked through the staff transition, with the focus upon conference planning and execution, newsletters were not issued monthly. With December, we resumed *CAAP Update* again and in January it will be joined by the *Advocacy* newsletter. Dan is working in concert with our VISTA, Carolina Nicholson, a Communications major, to research and write articles.

Social Media

Our focus has been on Facebook, not Twitter. The number of posts has been reduced due to time and available content. As we progress with the newsletters' research, we will have more content and be able to post shorter or linked pieces on Facebook. As that is figured out, we will likewise work on occasional Twitter feeds, but that is some months out.

Website

We have loaded information from the Annual Conference on the website pages – handouts and videos of the 2 Keynote Speakers, Caylin Moore's additional address at the SSA Ceremony, and select workshops that were videotaped.

The DCED Directives have been updated.

Weekly review of content for updating is underway.

3) VISTA PROGRAM

All current VISTA's started their service in the last quarter of 2018-19. A summary of their progress is listed below:

Tri County Community Action (Farmers Market Coordinator VISTA) , has begun formulating a business plan, reaching out to see what vendors will accept the Farmers Market vouchers. In addition to urban gardeners, The Farmers Market needs sponsors to match the SNAP program through Tri-County and the VISTA is working on that. There is still no word from the USDA Grant the agency applied for. The VISTA is also working on Permits and Mercantile licensing for vendors.

CAPLANC is in its third and final year for 3 projects. Patrick Monahan (CDC) has been working on commercial kitchen shared spaces and doing a housing Study in the southern end of Lancaster for renters.

Joe Sporkin (Block CAPtain Coordinator VISTA) has been involved with 4 new Block captains, an outdoor food pantry, the Beaver St. Christmas Party and various other initiative around the city. Chelsey Tennis, Coalition to Combat Poverty Coordinator VISTA: Attended a Strategic Retreat to Combat poverty at Millersville. All the VISTAs will be attending a Social Enterprise Coalition retreat/Workshop along with the CAPLANC Staff and a Team Building Day.

Carolina Nicholson, Communications and Marketing VISTA at Community Action Association of PA, is currently working on Newsletter topics. She is also updating information in the Master toolkit with 2018-19 data. Anticipates the Master toolkit should be ready for agency review by the end of January.

Shayna Canty, Volunteer Coordinator VISTA for FOTP (Friends of the Poor), Coordinated Volunteers for the Thanksgiving event and also volunteers for "Need -A -Ride. Dane Fallon, Program Evaluation Coordinator, has been updating the agency's data bank through Face book and other social media networks. Both VISTAs were heavily involved in preparing for the Thanksgiving dinner in which 1500

hot meals were served. Leftover food was offered to anyone who received a meal. In addition to the Thanksgiving dinner other Community events are Family to Family food giveaway, a community dinner in December, Toy give away and another food give away. In all about 3, 000 people received services from these events.

Holy Family, Keilah Gussie, Curriculum Coordinator VISTA, has completed half of the Literacy plan. Recruited 2 volunteers and is waiting for an appointment with the Library in order to gather information on grant writing.

Union-Snyder VISTA, Nicole Peterson, Food Security, attended a VISTA Conference in North Carolina and has attended several workshops relating to Food security.

CAAP Conference: All current VISTAs attended the Annual CAAP conference in October held at the Sheraton Harrisburg Hershey Hotel in Harrisburg.

VISTA Conference:

A VISTA conference sponsored by the CNCS was held in North Carolina. All VISTAs were invited to apply, only first year VISTAs were selected. The selection was made by the CNCS. Shayna Canty, Nicole Peterson and Dane Fallon were selected to attend.

Bi-weekly updates with each VISTA are held and a VISTA Supervisor conference call is scheduled monthly.

VISTA Leader:

VISTA Leader Tiffany Franck ended her service with CAAP on November 12, 2019

4. OTHER:

CAAP STAFFING

CAAP staffing has undergone significant changes in the past 6 months. Steven Martinez, who split his time as the Communications Director for CAAP and the Project Director for LensCAAP, left in

August. Joe Copenhaver was hired to replace him as the full-time Project Director for LensCAAP. Tiffany Frank, who was CAAP's VISTA leader and whose service ended in November, accepted a position with CAAP to take over the ROMA training and facilitation functions as well as many of the Development responsibilities. She would also continue as the VISTA Coordinator until the program ends in September.

Dan Leppo, Development and Deputy Director was to take on the critical pieces of the Communications position. However, Tiffany opted to accept another position and Dan and Susan Moore, CEO are sharing the responsibilities of the Communications and Development positions at least until the end of the fiscal year in June. Deb Fontaine, who was to retire in January, is staying on part-time until September as the VISTA Coordinator for the state program.

Sue Northey, Finance Manager, resigned in November. Courtney Miller was hired to fill the position.

Addendum: Contract between CAAP and DCED

2020 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 in regard to 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 2020, 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 6 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. The Work Ready program will sunset mid-year.

Initiative 1.3: CAAP will continue working with the Department of Human Services on the redesign of the employment and training program for persons with low-incomes and with the Department of Banking and Securities to promote awareness of financial abuse and fraud in low-income and elderly populations. CAAP interacts with DHS on a regular basis and with Banking and Securities on a quarterly basis and provides CAAs linkages to these programs through various media and a conference interaction.

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 grant cycle is 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 2020. 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, 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 9 VISTAs and their sponsor organizations through the end of the current contract (ending September 2020).

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 2020 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 2020, 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 220 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.

Goal 6: Increase members' knowledge to enable and reinforce effective governance and management. We use the IT reporting system COPOS, DCED monitoring reports, and discussions with and between CAAs to identify statewide trends regarding needs as well as to prioritize training needs within the network.

Initiative 6.1: CAAP will develop a series of Board Governance written modules and training videos to be posted online for use by CAAs. The program will include a test to prove comprehension of the training.

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 of ROMA NCRTs and NCRIs to discuss issues in creating understanding and/or implementation of ROMA, to meet on a bi-monthly basis. Some meetings will be in-person at sites around the state.

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 2020.

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 2020, 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 bi-weekly on Twitter, which should have an average reach of 20 persons per post. CAAP will have Facebook likes

to surpass 300 persons during 2020. 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 a “story-telling” or educational video from the Self-Sufficiency Awards ceremony.

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. CAAP will also provide opportunity for CAA staff of similar vocation to meet and discuss matters regarding their respective disciplines.

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

Initiative 9.2: CAAP will facilitate 4 in-person meetings for financial staff of local CAAs, providing meeting space and sustenance.

Initiative 9.3: : CAAP will facilitate 4 in-person meetings for human resources staff of local CAAs, providing meeting space and sustenance.

Initiative 9.4: CAAP will provide for 10 on-line meetings of development staff of local CAAs. An in-person meeting will take place during the week of the CAAP Annual Conference.

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 2020. 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 2,000 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.