

CAAP BOARD OF DIRECTORS MEETING

CEO REPORT ON CAAP ACTIVITIES

FOR THE PERIOD

FEBRUARY 17, 2021 – APRIL 21, 2021 RIL

KEY FOCUS AREAS

Coronavirus

We held bi-weekly Monday morning Zoom meetings for PA CAAs to share concerns and needs, and to ask questions; the call includes DCED. We have included our one non-member agency, Delaware County, as we believe We Are In This Together. The meetings have engaged the agencies on many facets of running an agency during a pandemic. Each meeting is recorded and placed in a shared One Drive folder for group members to access. It is through these discussions that issues and activities are discussed, resulting in further action within the association, such as the formation of the Pandemic Response Task Force.

Social Justice – CAAP Equity Ad-hoc Committee

The task force has been named an ad-hoc committee of the board. I worked with the CEO and Senior Director for Strategic Change to develop an Action Plan. I also identified a consultant, the Alliance for a Just Society, who will advise our Strategic Change Director on developing a statewide strategy and our action plan to provide tools, resources, and trainings to our members.

EDUCATION DEPARTMENT

Our goal of delivering high-quality educational opportunities for our agency members remains the focus of this department. This is being accomplished with our webinar series, agency member surveys, our learning management system (LMS), ROMA training preparation, and setting our sights on 2022. We have been and will continue to use feedback to guide our next steps to ensure we listen and adapt to agency needs.

Webinars

We have received tremendous feedback about our webinar series so far. Agency members have expressed gratitude and high satisfaction with these events through our surveys on

<https://www.surveymonkey.com>. They have been well-attended and highly rated. Every person surveyed said they would return for further training.

<i>Webinar Name</i>	<i>Webinar Track</i>	<i>Attendees</i>	<i>Average Rating /5 Stars</i>
Leadership vs. Management	Management	57	4.7
Board Roles and Responsibilities	Governance	25	4.6
COVID-Specific Finance and Funding Issues	Fiscal	30	4.5
Politics and the Pandemic: Employment Law	Human Resources	33	4.5
Talking About Racism, Part I	Diversity, Equity, and Inclusion	50	4.6
Mission and Vision Development	Management	25	4.7
Managing Change Through Crisis	Governance	14	4.8
Uniform Guidance Updates	Fiscal		
Understanding the Wage and Hour Laws as They Apply to CAPS	Human Resources		
Talking About Racism, Part II: Now What?	Diversity, Equity, and Inclusion		

Our surveys include questions about the registration process and an open-ended area to give feedback about the single event or the webinar series overall. From that feedback, we were able to make a few adjustments to the process. Two changes that were made from feedback include allowing people to register for multiple events at one time and having automatic emails sent confirming registration. This was achieved using a Google Add-On. This change was enacted for the March through December registration. Certificates have been issued for those who attended and completed the survey for that event. Webinar prep continues; this includes communication information, registration, infographic creation, speaker meetings, etc.

Department Newsletter

A newsletter for the CAAP Education Department goes out on the tenth day of the month. The newsletter contains a director's message for the month, webinar previews and registration information, a book of the month, and information regarding our YouTube page or Moodle LMS. This communication goes out to the expanded CEO list and over twenty agency members that signed up to be on the newsletter distribution list.

Moodle Learning Management System

The Moodle LMS is updated frequently, including after each webinar with the recordings. When speakers send materials in advance, they are placed into their respective folders on Moodle for member reference. We recently updated Moodle to include headers for every section to make the LMS more user-friendly and easier to navigate. We have also created a ROMA training section. The Communication Director's newsletters and round table meeting information are also stored within Moodle; the Education Department uploads these upon receipt from the Communication Director.

Training Modules on Moodle LMS

The Education Director is collaborating with the Senior Director of Strategic Change to create training modules on Moodle. These modules will be separated from the webinar materials and sections. This is in the early planning stages. The Senior Director of Strategic Change will develop the content, while the Education Director will transform content into learning experiences and activities. These training modules will be asynchronous and arranged by the concept so that the learning builds upon itself.

Research is being done to ensure we are aware of all the activities and capabilities of Moodle so we can utilize a wide variety of instructional and educational strategies to engage and educate.

R3PIC Meetings

The Education Department has been a consistent presence at the R3PIC meetings with the region. Information about speakers and topics has been shared with members of this team. Several have reached out to the Education Department for details and contacts, which have been provided. These meetings have been immensely educational and helpful in understanding agency needs and the issues community action agencies are facing. This understanding is crucial in creating educational content and understanding constraints.

ROMA Sign-Ups

The Education Department will serve as the main hub for agencies to sign up for practice and actual ROMA training sessions. Agencies have been instructed to contact the Education Director to set up training sessions. For this, we will be using <https://www.SignUpGenius.com> to set limitations on how many people can sign up. While practice sessions do not have a limit, the training sessions do have a limit. We will be ensuring this is an easy and efficient process. They will be using the CAAP Zoom Accounts dedicated specifically for ROMA training.

Future Directions

Since the webinars have officially launched, we have collected a substantial amount of data to help continue to guide the process. While many changes based on suggestions have already been implemented, we continue to stand ready to make further adjustments as needed. Sights are now set on 2022 training with the understanding that COVID will guide these decisions. The goal is to continue some online events as we have been doing and having some in-person events so we can foster the sense of community that is difficult in a digital world. The Education Director is also seeking ROMA training to better prepare for the future of the department.

COMMUNICATIONS DEPARTMENT

- Developed stories for the monthly CAAP Agency Spotlight newsletters, featuring success stories from our 42 agencies.

- Located and created content for the monthly CAAP Update newsletter.
- Attended the National Partnership 3-day Conference in March. Listened to a number of recordings of the conference throughout the month that followed to learn more about Community Action and our focus points.
- Ongoing training via our educational tracks when the content is of interest or useful in my role.

Agency Interaction:

- Continue to meet one to one with the contacts at each agency - have met with 23 agencies so far. Calls include explaining our plans for the stories in newsletters, social media and on our website.
- Launched the "Development and Communications Round Table". The meeting is now held monthly, and we have had 2 meetings to date that include an educational moment and/or guest speaker. We continue to plan for content and educators.

Social Media:

- Ongoing Editing and updating CAAP's 4 social media accounts.
- Created content for social media posts.
- Posted at least twice a week on all four of our social media profiles
- Spent 30 minutes each week (on each platform) connecting and networking; with our member agencies pages and their staff.
- Using our advertising accounts for Facebook, Instagram, and LinkedIn, we boosted/promoted a weekly post intended to:
 - o increase the number of people who view our posts
 - o increase the number of people who like/follow our posts
 - o increase the number of website visits we get from our posts
 - o increase awareness of community action and our agencies across the state; educate the public on our successes and how we can help; help reduce the stigma of poverty; share success stories;

Analytics For Social Media - For quarter 1/28/21 to 3/31/21 (this is a 2 month period instead of the last 4 month period):

Facebook Page Performance Data:

1. Increase from 569 to 627 likes and 675 to 761 followers.
 - o 544 to 569 likes compared to 551 to 675 for the previous period of 10/1/20 to 1/28/21.
2. Total of 85,483 Impressions (paid and unpaid times content was viewed/entered/ interacted with by people)
 - o 45,783 impressions the previous period
3. 41 posts with 44,374 impressions
 - o 40 posts with 2,441 impressions previous period of 10/1/20 to 1/28/21.

NOTE: Despite this being a shorter 2-month period, a few of the posts performed well as PAID posts and increased the numbers. They include 1. Nellie Bly for Women's History Month, the CAAP Agency Spotlight GED story (woman), the CAAP Agency Spotlight situational poverty story (Aram's family), and Amelia Boynton Robinson for Black History Month. All four paid posts averaged about 10k impressions each. The Amelia Robinson post generated 1,118 engagements (likes, etc.), 12 comments and 179 shares alone.

Instagram Performance Data:

1. Increased to 179 from 134 followers (starting from 0 with a new profile from previous period)
2. Increased to 49,341 from 23,683 profile impressions the previous period (unpaid and paid content shown);
3. Increased to 234 from 162 people visited our profile,
4. The 3 paid posts (Nelly, Amelia and Agency Spotlights posts) reached 29,720 people, 216 clicks, 255 engagements and 44,138 impressions (of the overall 49k).

Twitter Performance Data:

1. 808 followers with 557 profile visits; 65 tweets with 11 engagements and 3,850 tweet impressions and clicks 258 this period.

- 795 followers with 823 profile visits; 38 tweets with 34 engagements and 3,344 tweet impressions and 38 clicks last period.

LinkedIn Data:

1. Increased from 135 to 159 followers with 21 profile views.
2. 37 regular posts with 42 engagements 26 clicks with 846 impressions
 - 37 regular posts with 29 engagements with 1164 impressions last period
3. No paid ads this period.

Website Development

- Continued to review the pages of our website to update and/or recreate content, add/replace images and double-check current messaging.
- Created more content for the Agency Resources section of our website.
- Created an Educational Tracks page for our website.
- Working with Winslow to develop a DEI section of the website. Meeting weekly with him to discover, suggest and exchange ideas for how the pages should be structured, who would be directed there and from what sources, as well as content overall.
- Created the shells and imagery for the DEI pages which have not yet launched to the public.

Website analytics:

Website visitors from 2/1/21 to 4/1/20 was 2,600 people

1. 1,576 are from searches
2. 20 are from social media
3. 118 are from advertised/social media dollars spent

4. Bounce rate 27% (Bounce rate is number of visitors who didn't go past the main page)
5. 6,654 actions/clicks from the main page.
 - Website visitors from 10/1/20 to 1/28/21 was 4,645 people (4 months)
 - 2,932 are from searches
 - 57 are from social media
 - 117 are from advertised/social media dollars spent
 - Bounce rate 27%
 - 11,029 actions from the main page

Email Marketing Campaigns

1. Created a daily email to our member agencies (CEO Expanded list) for Black History Month in February. These emails featured a different person in black history, each day. – 29 emails Sent
2. Agency Spotlight Newsletter - 2 Sent
3. CAAP Update Newsletter – 2 Sent
4. 25.17% Open Rate (15-25% is considered the average goal)
5. 99.63% Delivery rate. (95% is considered good)
6. .19% Unsubscribe rate (less than 2% considered ideal)

STRATEGIC CHANGE

Equity Task Force meeting of Feb. 3, 2021

- Senior Director for Strategic Change engaged members in a discussion about the “Invisible Obvious,” a form of unconscious bias that assumes similar groups will not hurt each other and groups that are different from the norm are perceived to be a threat. The purpose was to deepen the committee’s understanding of implicit bias.

- delivered a PPT presentation about Equity, “Leveraging Equity Insights to Improve Communities.” The training provided for task force members have a consensus understanding of Equity and what is needed to achieve equity in the communities CAA’s serve.

Equity Ad-Hoc Committee meeting of March 3, 2021

- Dan Leppo informed Task Force members that, as of the February CAAP Board meeting, the Equity Task Force has formally been named an Ad-Hoc Committee of the CAAP board.
- The CAAP 2021 DEI Action Plan was presented. A summary of the plan follows:

Strategy

- **Statewide presence and reporting**
 - Build partnerships with PA and national leaders and other organizations working on DEI.
 - Participation and reporting of statewide meetings related to DEI policy and direct action.
 - ⊖ Plan for September 2021 CAAP Community Conversation on Social Justice
 - Plan for 2022 DEI Summit
- **Direct Support to PA Community Action Agencies**
 - Assessments/Reviews of DEI policies and practices (As requested by agencies)
 - Support completing a DEI Action Plan (As requested by agencies)
 - Annual DEI Survey
- **CAAP Online Tools and Resources**
 - 10-15 DEI Training Modules for 2021
 - 2-4 assessment tools for staff
 - Bias assessments (as an example)
 - Develop DEI Resource library
 - Using inclusive practices
 - Develop a roster of DEI consultants for local agencies.
 - Other Resources added monthly.
- **Monthly CAAP DEI newsletter**

- DEI trends
- DEI leaders
- DEI training
- DEI Calendar
- **CAAP Equity Issue Campaign Articles**
 - Writing focused articles to highlight disparities to those in poverty, with the goal of reducing those barriers.
- **Collaboration with CAAP Departments to strengthen DEI /Communications/Education Strategies and interaction**
 - Attendance at monthly CAAP coordination meetings
 - Support identifying speakers and presenters.

II. **CAAP DEI STRATEGY SUPPORTS**

- ⊖ Alliance for a Just Society
- CAAP Leadership Team
- CAAP Equity Ad Hoc Committee
- Community Action Partnership
- CAPLAW
- Continuing DEI education, conferences, and workshops

CAAP DEI INTERNAL SUPPORTS

- Worked with CAAP's Director of Communication to develop daily Black History Month communications to member agencies.
- attended NCAP's Management and Leadership Training conference to deep CAAP's DEI frameworks.
- CAAP finalized a partnership with the Alliance for a Just Society; the goal of the partnership is to provide additional support to CAAP staff and agencies in the areas of racism and social justice.
- CAAP finalized Web Pages for CAAP's Equity Toolkit as follows:
 - **Equity (main page name)**
 - **Equity Toolkit**
 - DEI learning Modules
 - Equity Toolkit and Resources

- DEI Quick Clips
 - Agency Spotlight
 - DEI Statewide Strategy
- finalized the 2021 DEI Action Plan timeline.



CAAP DEI ENGAGEMENT ON BOARDS AND COMMISSIONS

- Represented CAAP at a regional meeting hosted by the Maryland Community Action Partnership Social Justice Committee. The meeting established early collaboration between Community Action Associations in PA, MD, and VA in the areas of DEI.
- Attended the Feb. and March meetings of the PA Department of Health Covid 19-Health Equity Response team.

Other

Regional Performance & Innovation Consortium (RPIC) Grant

We are resetting our regular RPIC funding for this federal fiscal year to pay for the DEI consultant contract.

CSBG DATA Task Force

Nothing really new to report. There has been no further action by the task force since OMB/OCS decided that the Annual Report and CARES report will not be combined. DCED had PA CAAs doing this since the beginning so our state network should be prepared to do this.

CSBG Working Group

After meeting a couple times with a subcommittee considering revisions to the guidance of compliance for the Organizational Standards, it was determined at my encouragement that there was nothing that we could guide – that would come from NASCSP working with state offices. As you know, we in PA are blessed with a state office who is understanding of the impacts of the pandemic on local agency operations and needs.

Save Our Homes Coalition

This campaign to seek \$50 million for HEMAP in Pennsylvania. The Coalition has sent a joint letter to the Governor requesting emergency funding for homes.

DCED Services Contract

The work outlined in the work plan (provided last time) is underway. Online trainings are being held and website improvements have begun.

ROMA

Separate meetings for Trainers and Implementers were held in February to review training changes with Trainers and implementation expectations with the Implementers. CAAP set up two new Zoom accounts dedicated to virtual ROMA trainings. Teams of NCRTs are to be training now with the intent that (virtual) ROMA trainings will resume in April for the PA network.

CAAP Community Needs Assessment Tool

Other than resetting passwords, no difficulties with the tool have been reported.

Staff Training

Dan attended the virtual NASCSP Conference the week of March 8th, through RPIC funding. There was much on Diversity, Equity and Inclusion offered during the training that Dan has used to further guide DEI work with the Strategic Change Director.