

## CAAP BOARD OF DIRECTORS MEETING

### CEO REPORT ON CAAP ACTIVITIES

FOR THE PERIOD

OCTOBER 21, 2020 – FEBRUARY 17, 2021

#### 1) KEY FOCUS AREAS

##### A. Coronavirus

We continue to hold 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.

##### B. Education Department:

We have set out many goals for delivering high-quality educational opportunities for our agency members and a plan to achieve those goals. Facets of this plan include agency outreach and input, tracks, webinar series creation, a learning management system (LMS), building a CAAP Education YouTube Page, enacting education-specific technology, and thinking ahead for the future. We want our members to ask questions, generate discussion, make connections, and improve their processes through these opportunities. As we host these webinar sessions and use our LMS, we will use feedback to guide our next steps to ensure we are listening and adapting to the agencies' needs.

**Agency Outreach and Input:** An email went out to all agency CEOs to inquire about educational needs. The response was sparse, with 7 respondents in total, though the responses were very detailed and helpful. Requests included items such as the history of community action, management training for emerging leaders, general skill building such as time management, diversity/equity/inclusion, data analysis, storytelling, technology tutorials, ROMA training, generalized customer service, and the whole family approach. Additionally, the survey sent to agencies in August via SurveyMonkey was analyzed for key topics and needs to drive training plans.

On December 10, 2020, a Meet-And-Eat Zoom meeting was hosted by the Education Director and the Communication Director. This event was well-attended and allowed each Director to introduce herself and go over plans for each department while opening communication with agencies and individuals. Several individual meetings were scheduled after this event via Zoom to build rapport with our agency members. Additionally, a monthly Education Department Newsletter was created to preview upcoming events, promote webinars, and spotlight important information. The first newsletter was sent on January 15, 2021.

**Tracks:** Creating targeted tracks to ensure that particular information could get to the correct members was crucial. These tracks include Management, Governance, Fiscal, Human Resources, and Diversity, Equity, and Inclusion (DEI). All the tracks have a fairly specific audience, while the DEI track is open to anyone interested in attending.

**Webinar Series:** Each track will have one monthly webinar for ten months total, beginning in February and going through December, skipping November due to various holidays. There will be fifty webinars in total. Topics were selected based upon agency input and overall need. All webinar speakers have been targeted and confirmed at this time. Webinars will contain 60 minutes of speaker-led content in their preferred style (interactive or lecture), with up to 30 minutes of member Q&A to follow. This Q&A portion is significant to allow members to ask agency-specific questions and generate dialogue among their colleagues about the topic at hand. Webinars will take place over Zoom. Registration has been set up for each month, and those links have been sent to members. A Google Site has been set up to advertise each month’s speakers and topics as well—this links to our registration link. We will continue to advertise these events monthly and work to improve them by obtaining feedback after each event via SurveyMonkey.

<b>Leadership</b>	<b>Governance</b>	<b>Fiscal</b>	<b>HR</b>	<b>DEI</b>
2/2/21 Leadership vs. Management	2/11/21 Board Roles and Responsibilities	2/18/21 COVID-Specific Finance/Funding Issues	2/25/21: Politics and the Pandemic with Rick Pins	2/26/21 Talking About Racism, Part I
3/4/21 Mission and Vision	3/11/21 Managing Change	3/18/21 Uniform	3/25/21 Topic TBD with Rick	3/26/21 Talking About Racism,

Development	Through Crisis	Guidance Updates	Pins	Part II: Now What?
4/1/21 Needs Assessment & Data Analysis	4/8/21 Organizational Standards	4/15/21 Cost Allocation Part I: Direct Method	4/22/21 Topic TBD with Rick Pins	4/29/21: Structural Racism: Addressing Community Disorder and Disadvantage
5/6/21 Coaching Your Team from Good to Great	5/13/21 Strategic CAA Board Financial Oversight	5/20/21 Cost Allocation Part II: Indirect Cost	5/27/21 Topic TBD with Rick Pins	5/25/21 Economic Equity and Eviction
6/3/21 Whole Family Approach, Part I	6/10/21 Fiduciary Duties	6/17/21 Procurement Policies	6/24/21 Topic TBD with Rick Pins	6/29/21 Creating Economic Opportunity
7/12/21 Whole Family Approach, Part II	7/8/21 Evaluating an ED/CEO	7/15/21 Budgeting and Forecasting in Uncertain Times	7/22/21 Topic TBD with Rick Pins	7/29/21 Inclusive Leadership
8/5/21 Tackling Difficult Conversations	8/12/21 Is our Strategic Plan Effective?	8/19/21 Program and Fiscal Working Together	8/26/21 Topic TBD with Rick Pins	8/27/21 Barriers to Economic Opportunity (urban, rural, suburban)
9/2/21 Strategic Planning and Goal Creation	9/9/21 Creating Effective Minutes	9/16/21 Audits: Preparation, Remote Best Practices, and Compliance	9/23/21 Topic TBD with Rick Pins	9/30/21 Engaging Youth in Vulnerable Populations
10/7/21 Building Partnerships for Supporting	10/14/21 Board Needs-Assessment and	10/21/21 Managing Federal	10/28/21 Topic TBD with Rick Pins	10/29/21 Racial Microaggressions

Community Initiatives	Application	Funds 101		
12/2/21 Succession Planning	12/9/21 Board Recruitment and Retention	12/16/21 Documentation, Documentation, Documentation	12/14/21 Topic TBD with Rick Pins	12/7/21 Daryl Davis and the KKK

**Learning Management System:** In November, we purchased an annual subscription to the learning management system Moodle for up to 500 users. This website serves as a place to hold recorded webinars, webinar materials, important links, communication information, and other resources. It has an interactive calendar that users can access to see future events and export them into their personal calendars. It is broken down into the five main tracks, and several supplemental tracks that members had requested training on, including customer service, employee wellbeing, technology tools, communications information, and community action information. These supplemental tracks contain passive resources that agency members can access at any time. There is also a Google Form that allows agency members to provide feedback or ask for specific items in the LMS. This LMS is password-protected to ensure the security of webinars and materials.

**YouTube Channel:** A CAAP Education YouTube channel has been created to post technology tutorials to help our agency members function better within a digital world. There are currently eighteen tutorial videos available, including the use of Zoom breakout rooms, screen recording technology, and a wide variety of collaborative tools for working together, even when apart.

**Education-Specific Technology:** Several education-specific pieces of technology were obtained to better serve our members in addition to our LMS, Moodle. We upgraded our SurveyMonkey account to a pro version to obtain more valuable and rich data to guide future decisions. We also got the Zoom Webinar add-on. Some speakers have opted to use Zoom Rooms for a more interactive feel, while others want less interactivity and focus on the content alone.

**Future Directions:** The past will certainly guide the future, and as these webinars take place, we will have a better idea of how to improve them to serve our members. Long-term plans include a monthly podcast, a book club for those who are interested (collaboration with the Senior Director of Strategic Change would be ideal for this project). The future will also be guided by COVID and how

we can move forward regarding in-person training. Additionally, a blog would be an ideal addition to our repertoire to discuss topics and how they relate to community action. This would be a great way to meet with agency members one-on-one and use that platform for storytelling.

## **2) Communications Department:**

- Opened a CAAP Canva account, used to create content for social media, the website and all communications pieces/emails.
- Sent out initial newsletters:
  - The CAAP Update January 2021
  - Agency Spotlights January 2021
- Spent time learning about our agencies' presence on social media and starting to use their websites for sources of stories and information.
- Reworking the interactive map on our website now and updating the entire website.
- Created a set of 28 daily emails for February Black History month, which are scheduled to blast out daily each day of February - one at a time.

### **Connecting With Agencies:**

- Invited and co-hosted a "meet and eat" zoom call, to review our goals for education and communications this year. Around 40 people attended the 12/10 meeting. Developed a power point presentation for that meeting.
- Requested the agency contacts for communications roles and invitations to the educational tracks. Received those contact from 32 of the 42 agencies so far and created a spreadsheet of contacts.
- Requested one to one zooms with the client stories contacts at each agency and have met with 15 agencies so far to explain our plans for the stories in newsletters, social media and on our website. I am also listening to past "We're in this together" meetings for leads for success stories. The stories will be shared in our agency spotlights newsletter each month.
- Invited and am google polling the participants of the past Development meeting, in order to re-launch it as the "Development and Communications Round Table". The first monthly meeting will take place in February.

### **Social Media:**

- Edited the existing Twitter and Facebook profiles.

- Created new LinkedIn and Instagram profiles for CAAP. Added a new social media page to our website along with more links from the website to our social media pages.
- Post at least twice a week on all four of our social media profiles, including a topic based on the monthly NASCSP social media calendar.
- Spend at least 30 minutes each week (on each platform) connecting and networking with our member agencies pages and their staff.
- Created advertising accounts for Facebook, Instagram and LinkedIn, so that we can boost/promote a weekly post intended to:
  - increase the number of people who view our posts
  - increase the number of people who like/follow our posts
  - increase the number of website visits we get from our posts
  - 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;
- Created a Hootsuite account and tied all four platforms onto it, in order to post on all of them at once. This creates a lot of efficiency and allows us to look at how posts are performing. |

**Analytics For Social Media - For quarter 10/1/20 to 1/28/21:**

**Facebook Page Performance Data:**

1. Increase from 544 to 569 likes and 551 to 675 followers
  - 542 to 544 likes and 546 to 551 followers the previous quarter of 6/1/20 to 9/30/20
2. Total of 45,783 Impressions (paid and unpaid times content was viewed/entered/ interacted with by people)
  - Up from 3,368 impressions the previous quarter
3. 40 posts with 2,441 impressions (non-paid/advertised "organic" reach of our posts)
  - Up from 12 posts with 1,095 impressions previous quarter

**Instagram Performance Data:**

1. Increase from 0 to 134 followers (new profile)
2. 23,683 profile impressions (unpaid and paid content shown);
3. 162 people visited our profile
4. 34 posts with 101 engagements and 673 impressions (non-paid "organic reach of our posts)

**Twitter Performance Data:**

1. 795 followers with 823 profile visits; 38 tweets with 34 engagements and 3,344 tweet impressions this quarter
2. 782 followers with 103 profile visits; 438 tweet impressions last quarter

**LinkedIn Data:**

1. Increase from 0 to 135 followers with 21 profile views (new profile)
2. 36 regular posts with 28 engagements with 4,701 impressions
3. 1 paid ad with 2,566 impressions and 20 engagements

**Website Development**

- Reviewed 90% of the pages of our website to update and/or recreate content, add/replace images and double-check current messaging.
- Created new pages for agency resources, social media, success stories and other pages to meet the needs of our current goals.
- Reviewed other websites similar to our mission.
- Website visitors from 10/1/20 to 1/28/21 was 4,645 people.
  1. 2,932 are from searches
  2. 57 are from social media
  3. 117 are from advertised/social media dollars spent
  4. Bounce rate 27%
  5. 11,029 actions from the main page

**3) Strategic Change**

The Social Justice Task Force has been renamed the Equity Task Force, The newly hired Senior Director for Social Change will staff the task force and guide CAAP's efforts to seek equity at the local and state levels. Since his hire, we have reworked the approach and meeting schedule so the Equity Task Force may move toward activities effecting change.

CAAP's Senior Director of Strategic Change, working with CAAP's Equity Task Force, CAAP members and CAAP staff, will:

- Evaluate policies and systems at the state level, working to change those that create and support structural racism.
- Educate state officials and state legislators on legislation that impacts disparities
- Partner with and give voice to organizations that advocate for social and racial justice.
- Support members' DEI activities at the local level.
- Facilitate conversations and offer workshops that provide a foundational understanding of racial and social inequity.

### **Senior Director of Strategic Change – Roles and responsibilities**

- The Senior Director of Strategic Change will operate at state and local levels to educate state government/elected officials on strategies CAAP is undertaking to end racial and economic disparities faced by those in poverty.

### **Senior Director for Strategic Change - Priorities**

#### **State level:**

- Meet regularly with state government/elected officials to educate them on CAAP's strategies to end disparities faced by those in poverty; CAAP will focus on four key areas: Housing, Income, Health and Education.
- Join statewide boards and associations to educate various agencies of CAAP's work to end racial and economic disparities faced by those in poverty and to partner with organizations agencies doing similar work.
- Guide the work of CAAP's newly created statewide Equity Task Force

#### **Local level:**

- Meet regularly with CAAP's Equity Task force to inform CAAPs statewide Diversity, Equity and Inclusion initiatives.
- Provide guidance, tools and support to CAAs across PA to address issues of systemic racism, social injustice and inequity.

#### **Activities:**

- Engaged task force members in an exercise to identify issues and challenges they face at the local level that are tied to issues of inequity, racism, or lack of diversity. During the 40-minute group participation activity, task force members identified employment, education, housing, and health care as key areas where inequities contribute to challenges in delivering programs and services to constituents.
- Task force members also contributed ideas to the development of a CAAP Equity Toolkit, among topics, How to Become a more Welcoming Community.

#### **Appointments to Boards and Commissions:**

- Winslow joined the PA Department of Health Covid 19-Health Equity Response team and attended the team's January Meeting.
- Winslow connected with the following groups and is waiting on a response regarding joining relevant committees: American Civil Liberties Union of Pennsylvania; National Association for the Advancement of Colored People

#### **Other**

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

We completed our work plan for the current year. Our goals include education and interactivity, including reporting, on the Whole Family Approach; working with new CAA executive directors to orient them through NCAP's program and set up a mentor if desired; attend national events to gain more insight and report upon it to our members; and operate a monthly training program that will, in part, touch upon Human Capacity Community Transformation topics that OCS has encouraged.

##### **CSBG DATA Task Force**

The DATA Task Force has resumed. The focus has been changed to reporting CSBG CARES activities and outcomes. The Task Force joined with the Community Action Partnership and NASCSP in recommending to OMB that the CSBG CARES reporting not be separate from the Annual Report data as CSBG is not a program of itself but a resource that touches upon many programs and services from which its outcomes cannot be separated. OCS had proposed to OMB that the reporting be separated; a final ruling from OMB is not yet released.

### **CSBG Working Group**

This national body has also reformed. I am part of a subcommittee considering revisions to the guidance of compliance for the Organizational Standards. This is not a revision of the standards themselves, but on the guidance to state offices of being lenient on compliance during the pandemic. Community Action Partnership staff lead this effort. The first meeting in January only got through Standard 1. My intent is to push this through to cover the remaining 8 during February's meeting with some advance work by the NCAP staff. My follow-up with that staff will occur after the MLTC.

### **Save Our Homes Coalition**

At the invitation of Regional Housing Legal Services, we have joined the campaign to seek \$50 million for HEMAP in Pennsylvania. CAAP will provide advocacy by providing data indicating the need for more resources for the Homeowner's Emergency Mortgage Assistance Program.

### **ROMA**

I coordinated the first statewide meeting of ROMA Professionals – that is Trainers, Implementers, and candidates – in January to go over changes in ROMA. Separate meetings for Trainers and Implementers will be held in February. Trainers will discuss how to do virtual training and new training topics. Implementers will review implementation techniques. We will hold another meeting together with both Trainers and Implementers in March, and after that will meet quarterly or as needed.

ROMA training is going virtual. This will make it easier for new local CAA staff to attend trainings. It will also ease the cost burden to local CAAs as Trainers will not incur travel costs. The timing of the meetings will change from being one all-day session to three approximately 3-hour sessions typically held within a 10-day period, allowing staff to handle regular duties every day. The classes will be held in smaller groups, 15 or less participants. These sessions will be held more often – the schedule will be discussed at the February Trainers meeting – and sign up will be through Google docs/CAAP's Moodle page. We also hope to offer more diverse ROMA training for staff who have had Intro to ROMA Training.

Board ROMA training may now be done by either an NCRT or NCRI using training presentations developed by the Association of Nationally Certified ROMA Trainers and the Community Action Partnership. There are various slideshows/videos that can be done at each board meeting, not taking a

large portion of a meeting, but allowing the board to receive reinforcement of ROMA throughout the year.

### **CAAP Community Needs Assessment Tool**

Refresher training is being coordinated with the University of Missouri staff. We have handled a few password resets for agencies as work begins on CNAs this year.

### **Staff Training**

Through RPIC funding, we have Dan, Winslow and Charlotte virtually attending the Community Action Partnership's Management and Leadership Training Conference February 3-5. The conference has sessions on equity, whole family approach, crisis operations, reporting, and advocacy.

Dan will be virtually attending the NASCSP Conference the week of March 8<sup>th</sup>, also through RPIC funding.