

# ANNUAL REPORT

## 2014-2015

Serving the Community for 49 Years



Success Through Engagement & Partnership

Pathways to Success

Early Learning

Housing Options

Workforce Development

Community Collaboration

Independent Living



## *Community Action Celebrates the Past, Present, and Future*

To say it has been a year of change for STEP might be an understatement. Across the board talent management, succession planning, and their implementation were at work while strengthening existing partnerships and initiating new ones remained a very high priority. Fiscally, we enter into our 50<sup>th</sup> year as a community action agency in exceptional shape thanks to the diligent work of the STEP Board of Directors, staff, and many faithful volunteers. Programmatically, we continue to provide high-quality services through five Pathways to Success. I am humbly honored to be part of this focused, outcomes-driven organization during such a wonderful time in our history.

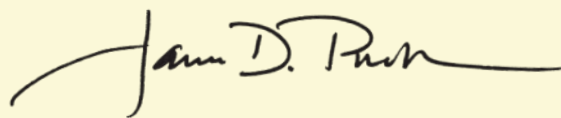
To put a period on this year, I would say that there are quite a few highlights among many happenings. Nationally recognized and funded, Head Start is celebrating its 50<sup>th</sup> year of providing outstanding service for expectant mothers and children prior to kindergarten. A true inter-generational approach engages Head Start families in the pursuit of positive educational, social, and self-sufficiency outcomes. Interestingly, this same inter-generational tactic is being deployed throughout STEP, as well as among some of our community partners, through our recently developed Service Navigation programming and ClientTrack database.

Additionally, we completed a year-long process of a true Community Needs Assessment. In partnership with Lycoming College's Center for the Study of Community and the Economy, Lycoming County United Way, and the Clinton County United Way, the triennial review provides a clearer picture for our planning and that of our partners both now and in the future.

Lastly, much of our work this past year has been planting the seeds to help us grow into our next half-century. For example, with help from multiple funding partners, projects like the new RiverWalk Center are underway. This community-based senior activity center near the South Williamsport Park Complex will mirror much of the architecture and feel of the Clinton County Community Center while providing a 24/7 venue for our seniors to use—and its close proximity to the park will provide great social and recreational opportunities.

I say all of this with an eye toward our future. As my message title suggests, STEP is at somewhat of a crossroad. We lean upon our past almost 50 years of history with lessons and information learned along the way to propel us into our next 50. Incorporated in 1966, STEP in 2016 marks its 50<sup>th</sup> year of providing flexible services geared toward the needs of our communities. As we move into a time of reflection on all of the treasured partnerships, we must continue to look forward. I believe: *It is only through a community-wide network of partnerships that we will have the most positive impact on our customers' self-sufficiency.*

To that end and on behalf of the Board of Directors, Head Start Policy Council, Aging Advisory Council, our staff, and the hundreds of STEP volunteers, I express appreciation to each of our past, present, and future partners in this quest to mitigate the causes and conditions of poverty. Please join STEP in making even greater impacts over the next 50 years!



James D. Plankenhorn  
President & CEO





# AGENCY PROFILE

The mission of STEP, Inc. is to engage diverse individuals, families, and communities in the pursuit of social and economic success.

In 2015 STEP salutes *50 Years of Opportunity* for Head Start. For 49 of those 50 years, STEP Head Start has been the provider of local Head Start operations. In the 50 years since its inception, Head Start programs have provided high quality early learning experiences to children and their families.



Lady Bird Johnson leads a group of children on the Crossroads USA tour in 1967.



STEP, Inc. is one of approximately 1,000 Community Action Agencies nationwide, and, based on the size of its annual budget, is the 4th largest of the 43 in Pennsylvania. STEP, Inc. is an active member of the national Community Action Partnership and the Community Action Association of Pennsylvania (CAAP). STEP fulfills its mission and achieves the six national community action goals through programs under its five Pathways to Success:

**EARLY LEARNING:** Head Start, Early Head Start, Pre-K Counts, Parent-Child Home Program (PCHP)

**HOUSING OPTIONS:** Housing & Building Initiatives, Utilities Assistance Program, Homeownership Counseling

**WORKFORCE DEVELOPMENT:** Work Ready, Child Care Information Services (CCIS), Welfare to Work Transportation

**COMMUNITY COLLABORATION:** AmeriCorps, One-Stop Service Navigation, Healthy Lifestyles Programs

**INDEPENDENT LIVING:** Office of Aging, Transportation





# GOVERNANCE and COUNCILS

## BOARD OF DIRECTORS

**Chairperson**  
Leonora Hannagan

**Vice Chairperson**

Jeff Rauff

**Secretary**  
Carolyn Hawk

**Treasurer**  
Randall Allison

**Members**  
Susie Bigger  
Aron Carter  
Robert Cross  
Linda Hess  
Justin Houser  
Joel Long  
Jackie Oliva  
Debbie Reese  
Lindsay Stamm  
Heather Woodrum

### Also serving 2014-15

Carolyn Bullock  
Joseph Cato  
John Kiernan  
Russ Kimura  
Wilfred Knecht  
Anthony Mussare  
David Stone



STEP Board of Directors



Aging Advisory Council Members



Head Start Policy Council Members

## HEAD START POLICY COUNCIL

**Chairperson**  
Sharon Spoon

<b><u>Vice Chairperson</u></b> Barbara Forshey	<b><u>Treasurer</u></b> Aron Carter
<b><u>Secretary</u></b> Tracie Yerger	<b><u>Vice Treasurer</u></b> Lucrecia Skellinger
<b><u>Parents</u></b> Leanne Applegate Barbara Forshey Donna Matthews Leigh McCarty Lucrecia Skellinger Sharon Spoon Heather Woodrum Tracie Yerger	<b><u>Community Representatives</u></b> Aron Carter Paulette Clementoni Melissa Magargle Jacqueline Whiteman Debra Zinck  <b><u>Also Serving in 2014-15</u></b> Joseph Cato Vanessa Hunter

## AGING ADVISORY COUNCIL

**Chairperson**  
Raymond Humphrey

<b><u>Vice Chairperson</u></b> Carolyn Bullock	<b><u>Secretary</u></b> Janice Fye
<b><u>Members</u></b> Barbara Barger Sharon Cashwell David Heiney Linda Hess Joel Long Anthony Mussare Joseph Sohmer Margaret Scott Lois Stryker Nancy Watson	



## FINANCIAL POSITION

### Lycoming-Clinton Counties Commission for Community Action (STEP), Inc. June 30, 2015

#### Statement of Financial Position

Total Assets	\$ 10,426,718
Total Liabilities	\$ 5,612,558
Net Assets	<u>\$ 4,814,160</u>

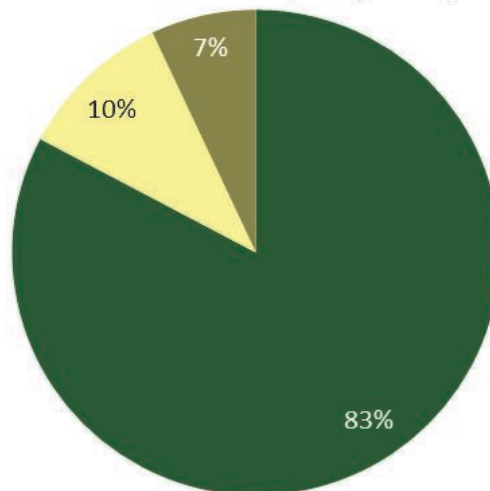
#### Statement of Activity

Total Grant Revenue and Other Support	\$ 24,192,551
Total Program Expenses	<u>\$ 24,192,551</u>
Excess (Deficit) Revenue Over Expenses	<u>0</u>

#### *Economic Impacts:*

- STEP employed approximately 290 people during the fiscal year ending June 30, 2015, paid cumulative wages of over \$8.5 million, and generated local payroll taxes of \$145,000.
- STEP paid approximately \$2,338,434 in contracted services to vendors located in Lycoming and Clinton counties.
- STEP paid approximately \$256,000 in rent to local property owners.

#### Total Revenue \$24,192,551



- 83% Federal and State Grants and Contracts \$ 19,955,371
- 10% Local Grants and Contracts \$ 2,495,171
- 7% Service Fees and Miscellaneous \$ 1,742,009



## FINANCIAL POSITION

### **Program Expenditures for the Pathways to Success**

<b>Early Learning 33%</b>	<b>\$7,970,569</b>
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- Head Start \$4,328,020
- Parent-Child Home Program \$169,680
- Head Start Supplemental \$963,847
- Pre-K Counts \$759,653
- Early Head Start \$1,570,864
- Maternal, Infant, and Early Childhood Visitation \$178,505

<b>Housing Options 9%</b>	<b>\$2,063,031</b>
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- Weatherization and Housing Services \$1,757,768
- Outreach Services \$305,263

<b>Workforce Development 16%</b>	<b>\$3,957,019</b>
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- Work Ready \$133,493
- Welfare to Work Transportation \$115,855
- Child Care Information Services \$3,707,671

<b>Community Collaboration 4%</b>	<b>\$962,368</b>
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- AmeriCorps \$439,835
- Neighborhood Assistance \$23,615
- Administration & Planning \$448,261
- Other \$50,657

<b>Independent Living 38%</b>	<b>\$9,239,564</b>
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- Office of Aging \$5,435,108
- Shared-Ride Transportation Services \$1,402,113
- Persons with Disabilities Transportation \$125,598
- Medical Assistance Transportation \$2,276,745

<b>TOTAL EXPENDITURES</b>	<b>\$24,192,551</b>
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# VOLUNTEERS

STEP is able to provide high-quality services to its clients because of dedicated, caring volunteers who are always willing to *step up* to lend a hand!

## Economic Impact:

**Total monetary value of STEP's volunteers exceeds \$2.7 million.**

## Community Impacts:

A total of 2,662 volunteers provided services throughout the agency.

Total volunteer hours provided to STEP programs is over 120,812

Each volunteer provided an estimated 45 hours during this fiscal year.



*STEP Office of Aging Meals on Wheels volunteers.*



*STEP AmeriCorps Members*



*Policy Council honors Head Start volunteers.*

## Customer Impacts

Head Start and Early Head Start volunteers contributed 12,428.5 volunteer hours.

1,585 Head Start and Early Head Start volunteers provided training, program planning and governance, evaluation, and assistance with classroom activities.

15,163 volunteer hours were contributed by 824 Head Start Policy Council members and community representatives who played an essential role in program governance and evaluation.

600 STEP Office of Aging volunteers contributed approximately 53,000 hours delivering Meals on Wheels, assisting with senior center activities, leading exercise activities, providing insurance counseling, visiting homebound seniors, and serving as ombudsmen.

30 volunteers through the AARP tax preparation program assisted 1,224 seniors in preparing their tax forms.

105 volunteer hours were contributed by STEP Board of Directors through monthly meetings and other activities.

18 Ombudsmen volunteers visited 32 facilities on a regular basis to assist residents with resolving complaints.

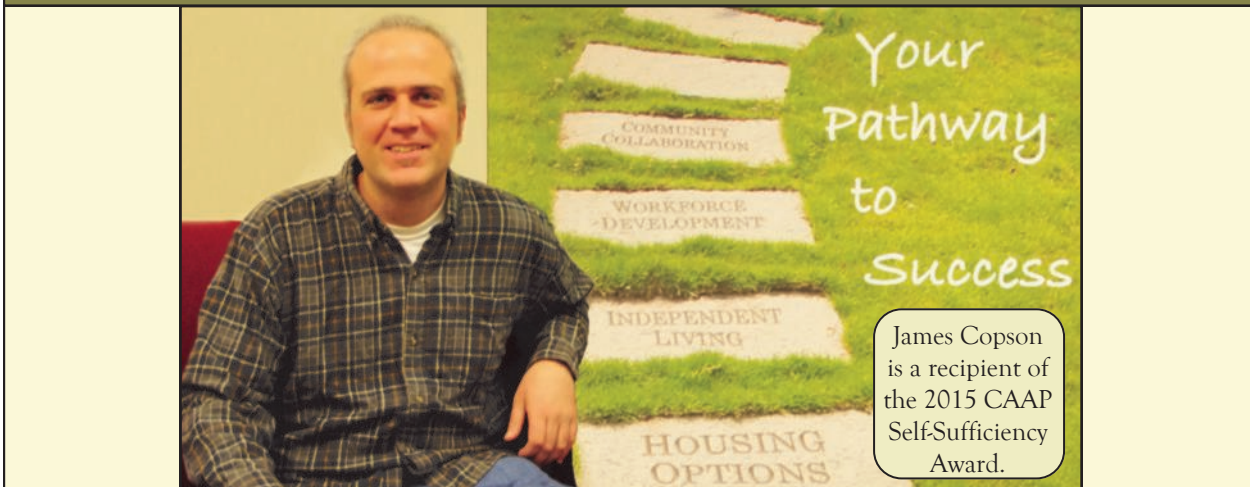




## FAMILY-LEVEL IMPACTS

### GOAL 1: Low-Income People Become More Self-Sufficient.

The National Community Action Goal 1 targets services provided to assist low-income families and individuals on their paths to self-sufficiency. The National Performance Indicators below illustrate STEP's progress with regard to achieving this goal.



James Copson is a recipient of the 2015 CAAP Self-Sufficiency Award.

#### Employment:

- Of the 174 unemployed individuals enrolled in the Workforce Development Pathway programs, 103 obtained a job.
- Of the 103 employed individuals enrolled in the Workforce Development Pathway programs, 66 maintained a job for at least 90 days.



#### Economic Asset Enhancement & Utilization:

- All of the 1,224 individuals seeking assistance with tax preparation received assistance and qualified for some type of tax credit through STEP's Office of Aging Tax Assistance Program.
- Of the 69 persons seeking financial counseling assistance, 30 demonstrated ability to complete and maintain a budget for 90 days through STEP's programs.
- All of the 3,332 households seeking assistance for utilities were provided services through STEP's Utilities Assistance Program.



## FAMILY-LEVEL IMPACTS

### GOAL 1: Low-Income People Become More Self-Sufficient.



#### Employment & Educational Supports:

- All of the 962 parents (either employed, attending school, or both) seeking child care information services were able to enroll their children in before- or after-school programs.
- All of the 903 employed parents seeking care for a child or dependent were able to obtain services through STEP's Workforce Development Pathway, specifically Child Care Information Services' (CCIS) Child Care Subsidy Program.



#### Employment Supports:

- Of the 1,868 families seeking to maintain safe and affordable housing, 956 were assisted through STEP's Housing Options Pathway programs.
- Of the 411 employed persons seeking transportation assistance to and from employment, 356 obtained access to reliable transportation through STEP Transportation's programs.





# COMMUNITY-LEVEL IMPACTS

## GOAL 2: The Conditions in which Low-Income People's Lives are Improved.

The National Community Action Goal 2 targets improving conditions in which low-income people live. The National Performance Indicators that follow focus on *Community Revitalization Projects* and *Quality of Life Improvements* and show how STEP is progressing toward achieving this goal.

### Community Quality of Life and Assets:

- A partnership between the STEP and the River Valley Regional YMCA continues to grow and benefit children and their families. STEP Transportation is now busing children in the YMCA's School-Aged Child Care program to and from school. In addition, STEP also provides transportation services for the YMCA's Williamsport and East Lycoming branch summer camp activities.



### Community Improvement and Revitalization:

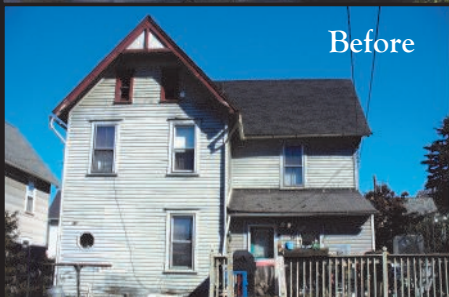
- STEP is a partner in the Brodart Neighborhood Improvement Project through administering a targeted Homes In Need—Housing Rehabilitation Program. Of the 48 homeowner applicants to date, 20 have projects in the eligibility process, 3 are in progress, 14 have been completed, 9 were ineligible, and 12 were cancelled. The multidimensional impact of this project is key!



Before



After



Before



After





## COMMUNITY-LEVEL IMPACTS

### GOAL 2: The Conditions in which Low-Income People's Lives are Improved.

#### *Community Improvement and Revitalization:*

- Private, public, and nonprofit partners have come together to advance the multiyear RiverWalk Center project, which involves transforming the former Department of Conservation and Natural Resources Forestry Service Building in South Williamsport into a state-of-the-art Senior Community Center. Grand Opening is anticipated in early 2016.

Future Site of



## The RiverWalk Center

#### Made Possible By These Partners & Contributors:



The Park Home, Inc.



#### Architect:



#### Engineers:



#### PROVIDENCE ENGINEERING CORPORATION

Structural  
Engineers

23 South Main Street  
Muncy, PA 17756  
Phone: 570-935-0129

Lancaster • Muncy • State College

#### Contractor:







# COMMUNITY-LEVEL IMPACTS

## GOAL 3: Low-Income People Own a Stake in Their Community.

The National Community Action Goal 3 targets engaging low-income individuals within the organization and in the larger community. The National Performance Indicators below focuses on *Community Enhancement* and *Community Empowerment* through participation, and show STEP's progress toward achieving this goal.

### Community Empowerment through Participation:

- 28 representatives for low-income people participated in formal community organizations, government, boards, or councils through STEP's efforts, giving them the opportunity to provide input to decision making and policy setting.
- Low-income individuals provided 23,925 volunteer hours to STEP.



### Community Empowerment through Participation:

- 1,601 low-income people engaged in non-governance community activities or groups created or supported by STEP.





## AGENCY-LEVEL IMPACTS

### GOAL 4: Partnerships Among Supporters and Providers of Services to Low-Income People Are Achieved.

The National Community Action Goal 4 targets STEP's ability to partner with both public and private entities to actively work on developing opportunities and improving the quality of life for residents within its service area. This goal is measured through the number of unduplicated partnerships that all of STEP's programs can identify.

#### *Expanding Opportunities through Community-Wide Partnerships:*

- Nonprofit: 134
  - Faith-Based: 26
  - Local Government: 50
  - State Government: 43
  - Federal Government: 18
  - For-Profit Businesses & Corporations: 139
  - Consortiums/Collaborations: 34
  - School Districts: 32
  - Institutions of Post Secondary Education: 20
  - Financial/Banking Institutions: 9
  - Health Service Institutions: 51
  - Statewide Associations or Collaborations: 9
- TOTAL: 565**



STEP AmeriCorps program links nonprofits with members to provide capacity building and organizational structure. This year 22 nonprofit partners in Lycoming and Clinton counties benefited from the service of 29 AmeriCorps members. In total, STEP AmeriCorps provided 5,275 hours of service to the community.

#### *2014-15 AmeriCorps Host Sites:*

- |  |  |   |
|--|--|---|
| ⇒ Annie Halenbake Ross Library             | ⇒ River Valley Regional YMCA<br>Jersey Shore         | ⇒ Skills of Central Pennsylvania, Inc.              |
| ⇒ City of Lock Haven                       | ⇒ River Valley Regional YMCA<br>Williamsport         | ⇒ STEP Transportation                               |
| ⇒ Clinton County Housing<br>Authority      | ⇒ The Salvation Army<br>Lock Haven Social Services   | ⇒ STEP One Stop/Service<br>Navigation               |
| ⇒ Crystal Lake Ski Center                  | ⇒ The Salvation Army<br>Lock Haven Thrift Store      | ⇒ Susquehanna Community Health<br>and Dental Center |
| ⇒ Greater Lycoming Habitat for<br>Humanity | ⇒ The Salvation Army<br>Williamsport Social Services | ⇒ Truth Program                                     |
| ⇒ Horses of Hope, Inc.                     | ⇒ The Salvation Army<br>Williamsport Thrift Stores   | ⇒ Williamsport Area High School                     |
| ⇒ Infant Development Program, Inc.         |  | ⇒ Williamsport Growers<br>Market Association        |
| ⇒ North Penn Legal Services                |  |   |
| ⇒ STEP Office of the Aging                 |  |   |





## AGENCY-LEVEL IMPACTS

### GOAL 5: Agency Increases Its Capacity to Achieve Results.

The National Community Action Goal 5 targets the human capital resources available through STEP's staff to help the agency better achieve its goals. The National Performance Indicators focus on the certifications and accomplishments of STEP's staff.

#### Agency Development:

- Staff who attend trainings: 292
- Hours of staff in trainings: 17,594
- Board members who attend trainings: 15
- Hours of board members in training: 97
- American Institute of Certified Planner: 1
- Staff trained in Bridges Out of Poverty: 2
- Nationally Certified Results-Oriented Management Accountability (ROMA) Trainer: 2
- Certified Community Response Team Members: 2
- Staff registered with Older Adult Protection Services: 14
- Staff trained in Tai Chi: 9
- Registered Nurse: 1
- Occupational Safety and Health Administration (OSHA) Compliance & Workforce Safety Certified: 1
- OSHA Construction Safety and Health Certified: 10
- OSHA Fall Arrest System Certified: 10
- Residential Building Inspectors: 5
- International Code Council Accessibility Inspectors and Plans Examiner: 2
- Environmental Protection Agency Lead-Based Paint Certified: 14
- Lead Hazard Control Inspectors: 1
- Lead Hazard Control Supervisors: 1





## FAMILY-LEVEL IMPACTS

### GOAL 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Families and Other Supportive Environments.

The National Community Action Goal 6 focuses on providing services for vulnerable populations, specifically seniors and children. This goal is measured through the National Performance Indicators focusing on: Independent Living, Emergency Assistance, Child & Family Development, Family Supports, and Service Counts.



#### Independent Living

- 8,478 senior citizens were provided services through STEP Office of Aging.



#### Independent Living

- 3,128 individuals with disabilities were provided services through STEP's programs.





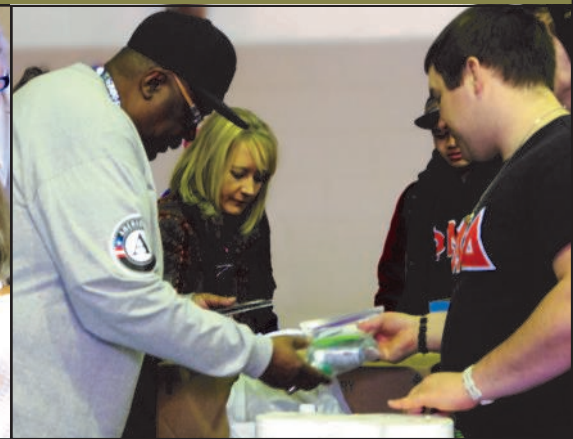
## FAMILY-LEVEL IMPACTS

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#### STEP Linked Families with the following Emergency/Urgent Assistance:

- Emergency Food: 25
- Emergency Fuel or Utility Payments: 208
- Emergency Rent or Mortgage Assistance: 35
- Emergency Car or Home Repair: 132
- Emergency Temporary Shelter: 30
- Emergency Medical Care: 6
- Emergency Protection from Violence: 6
- Emergency Legal Assistance: 11
- Urgent Transportation: 41
- Emergency Clothing: 15



#### Family Supports for Vulnerable Populations:

- Access to reliable transportation: 2,188
- Maintenance of safe, affordable homes: 351
- Food assistance through STEP Office of Aging Meals on Wheels: 1,536
- Food boxes delivered: 2,194
- Units of clothing distributed: 700
- Rides provided: 103,217
- Information and Referral calls: 37,192





## FAMILY-LEVEL IMPACTS

### GOAL 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Families and Other Supportive Environments.



#### Child & Family Development

##### Infants & Children:

- 1,353 infants & children obtained age-appropriate immunizations and medical and dental care.
- 1,362 infants and children gained health and physical development improvements as a result of adequate nutrition.
- 1,505 children participated in preschool activities to develop school readiness skills.
- 542 children participated in preschool activities that prepare them developmentally for entering kindergarten or first grade.



#### Child & Family Development - Adults & Family Maintenance

- 258 parents and other adults have learned and now exhibit improved parenting skills.
- 79 families enrolled in the Family Caregiver Support Program.



# INDIVIDUAL PARTNERS

WE GREATLY APPRECIATE ALL OF OUR FINANCIAL CONTRIBUTORS.

## *Individual Contributors:*

Justin & Rachelle Abbott  
Maria Alvarez & Yvette Sladek  
Julie Brennan  
Sarah Brion  
Carolyn W. Bullock  
Darlla Conway  
Gary & Robin Cronrath  
Robert & Ardythe Cross  
Mr. Adam W. Darker  
W. Fred Englert  
Sue Evans  
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Harvey & Brenda Ilgen  
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Kay Keller

Russell Kimura  
John Konieczny  
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Dan Merk  
Edmund Metzger  
Robert O'Brien  
Jacob Peachey  
Jim & Cheryl Plankenhorn  
Jeffrey Rauff  
Terry & Julie Roller  
Fredrick Shrimp  
David & Louisa Stone  
Cathy & Robert Stopper  
Harry W. Tompkins

Marshall Welch  
Thomas Zimmerman  
Employees of Woodland Bank  
Antes Fort United Methodist Church

## *Gifts of Tribute:*

### ***In honor of Meals on Wheels volunteer Vivian Siegal***

Harold & Cathleen Hurwitz

### ***In honor of retired Meals on Wheels volunteer Edna Strouble***

Carolyn and James Stryker

### ***In memory of David Wyland***

Bruce & Laurretta Baumgartner  
Boy Scout Troop 3  
Robert & Nancy Eichenlaub  
Reca Fowler  
Don, Rose & Dona Gephart  
Roger & Mary Sue Gilliland  
Jacqueline Greaney  
Phyllis Hill & family  
Barb Krainak & Barbara Shurer  
Audrey Smith & Regina Stepp  
Ruth Swank  
Robert & Carol Turnbow  
Wirerope Works, Inc.

### ***In honor of Frederick Brown***

Faculty & Staff of North Penn Liberty  
Junior-Senior High School



WE GREATLY APPRECIATE ALL OF OUR FINANCIAL CONTRIBUTORS.



## United States Federal Government

Department of Agriculture  
Department of Emergency Management  
Department of Energy  
Department of Health & Human Services  
Department of Housing & Urban Development  
Department of Labor, Employment & Training Administration  
Department of Labor & Industry  
Corporation for National Community Service

## Commonwealth of Pennsylvania

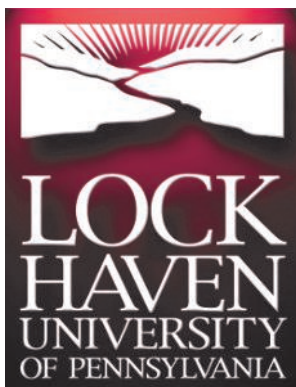
Department of Aging  
Department of Agriculture  
Department of Community & Economic Development  
Department of Education  
Department of Environmental Protection  
Department of Health  
Department of Labor & Industry  
PennSERVE Governor's Office of Citizen Service  
Department of Public Welfare  
Department of Transportation  
Pennsylvania Housing Finance Agency  
Office of the Budget



## County & Local:



Clinton County





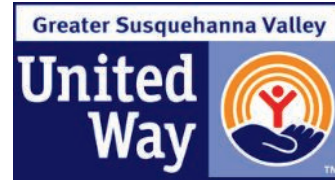
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Lycoming County



Clinton County



Skills  
of Central  
Pennsylvania,  
Inc.



WE GREATLY APPRECIATE ALL OF OUR FINANCIAL CONTRIBUTORS.



Larson Design Group



Williamsport  
Detachment #388

**STEAM SPECIALISTS, LLC**



**Borough of Flemington**

Home of The Red Eyes



**Complete Cleaning  
Service**

*"Let us do the dirty work"*



**UNI-TEC**

Consulting Engineers Inc.



WE ALSO GREATLY APPRECIATE ALL OF OUR IN-KIND SPONSORS.



## CORPORATE PARTNERS

WE GREATLY APPRECIATE ALL OF OUR FINANCIAL CONTRIBUTORS.



NIPPENOSE TOWNSHIP



Susquehanna  
Bank



Eagle Janitorial  
Supply & Service Company

Billtown  
Cab Company



WE ALSO GREATLY APPRECIATE ALL OF OUR IN-KIND SPONSORS.



Success Through Engagement & Partnership

The mission of STEP, Inc. is to engage diverse individuals, families, and communities in the pursuit of social and economic success.

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