

Community Action Partnership  
of Lancaster County

# YEAR IN REVIEW

2023



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April 2024

# DEAR FRIEND,

We find ourselves four years or so removed from the beginning of one of the most challenging times in recent history, and we are feeling clarity moving forward. As we pivoted into emergency maintenance to walk alongside our neighbors in navigating the uncertainty of the pandemic, we were also intentional in making space to grow who we are as an agency.

We solidified our commitment to a two-generation approach when working with families living with low income, supporting caregivers and their children simultaneously on their journey to thriving. We launched an immersive diversity, equity, and inclusion initiative to dig into race, power, and privilege in our prosperity work. We reimagined our mission and values to reflect what we found in ourselves along the way – an agency deeply committed to building a Lancaster community that is equitable, just, and prosperous for everyone.

Learning happens in every corner of life – the darkest and the most light-filled. We are taking the lessons we learned over the last four years and pairing them with a renewed sense of purpose to propel ourselves forward. We established a CAP endowment to support our work in perpetuity, and we are embarking on a strategic planning process to focus and direct our work for the next three years.

When we think about the word “legacy” in our work, it all too often refers to the unjust legacy of poverty that people living with low income are burdened to carry from one generation to the next, a disproportionate number of whom are Black and Brown. If we take a moment to think about our own legacy, though, everything we do is to interrupt that legacy of poverty so that, one day, everyone in our community will be free from the barriers keeping them from economic prosperity.

Zora Neale Hurston so poignantly said, “There are years that ask questions and years that answer.” We are feeling ready to answer, and we are grateful you are on this prosperity journey with us.

Vanessa Philbert



Letter from the CEO  
**VANESSA PHILBERT**

# STRATEGIC PLAN

## VALUES

JUSTICE

COLLABORATION

COMPASSION

EXCELLENCE



## MISSION

We advance prosperity throughout Lancaster County by activating community, mobilizing resources, and amplifying partnership to ensure everyone thrives.

## VISION

We envision a community that is equitable, just, and prosperous for everyone.

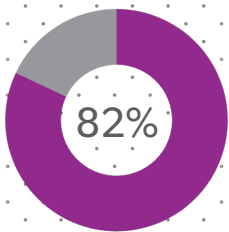
# OVERVIEW

## FAST FACTS

### CAP AT A GLANCE

~42,000

People served every year



Women in senior leadership

>\$800

Spent per participant per year

300+

Employees

4

Co-located service locations

2

Programs serving multiple counties

## BIG QUESTIONS

- 1 How will we address race, power, and privilege in our prosperity efforts with participants as well as internally with staff, board, and volunteers?
- 2 How will we focus our programming on those key efforts which will help us transform generational poverty into economic prosperity?
- 3 How will we recruit, orient, and develop mission-aligned staff and a high-performance, adaptive culture?

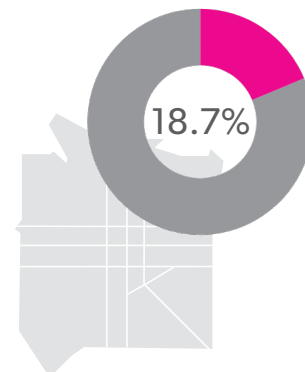
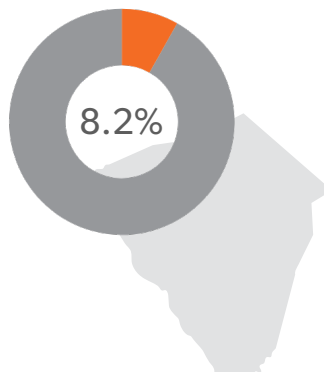
## IMPACT TEAM STRUCTURE

CAP is structured in four impact teams, including Safety and Empowerment, Education and Child Development, Household Stability, and Health and

Nutrition. These teams were created in an effort to build collaboration among programs with commonalities.

## STATE OF POVERTY

Based on American Community Survey 5-year estimates, the poverty rate in Lancaster County sits at 8.2%, representing 44,195 Lancastrians living below the federal poverty level. In Lancaster City, the rate more than doubles to 18.7%. Compared to 5-year estimates from 2022, there has been a 0.4% decrease in the poverty rate in the County and the City.



# 2023 BY THE NUMBERS



## FOOD DISTRIBUTION

**880,035**

Total pounds of food  
CAP distributed

**73,336**

Pounds of food  
distributed per month

## DOMESTIC VIOLENCE SERVICES

Number of survivors  
served, all  
DVS programs

**1,252**

Number of  
hotline calls  
and texts

**753**

## PARENTS AS TEACHERS

Number of  
home visits

**1,598**

## UTILITY ASSISTANCE

Number of  
households  
served

**15,363**

Applications  
for utility  
assistance

**25,320**

## RISE

Number of people who  
received rental and security  
deposit assistance

**42**

## WOMEN, INFANTS & CHILDREN

Number of  
child health  
screenings

**12,812**

Number of WIC  
participants who  
received benefits

**9,093**

## NUTRITION EDUCATION

Number of food  
tastings distributed  
to the community

**19,331**

## CRISPUS ATTUCKS COMMUNITY CENTER

Number of families  
served at the  
food pantry

**1,102**

Number of  
hot meals  
served

**5,525**

## THRIVE TO 5

Percent of students who met  
or exceeded expectations in  
emergent literacy skills

**84**



## EQUITY & JUSTICE

We envision a community that is equitable, just, and prosperous for everyone. To bring our vision to life, reflecting on how we do our work and show up for our community is vital. In 2021, we immersed ourselves in a year-long diversity, equity, and inclusion (DEI) initiative led by a nationally renowned DEI consultant, EnterChange Group, during which we dug into policies, practices, and structures across CAP to address race, power, and privilege in the work we do.

Out of this work came an equity workplan that we are working through. In 2022, we restructured the role of our Chief Strategy Officer, whose focus includes executing our equity workplan and ensuring the strategic direction of CAP aligns with our equity goals.

In 2023, we convened a diverse internal DEI Taskforce comprised of employees across roles and impact teams to draft our DEI statement and work alongside CAP leadership to move us forward in our quest to ensure equity and justice are integrated into every facet of our work. CAP leadership explored types of statements and engaged in conversations about the structure and sentiment for our statement, and we began drafting. Once we had an initial draft, we shared it with the

CAP board, community partners, donors, employees, and our DEI consultant to gather feedback, and our DEI Taskforce engaged in an initiative to draft three promise statements to be included as part of our DEI statement. Currently, CAP leadership is in the final review stage of drafting our DEI statement, and we are excited to share this commitment piece of our equity and justice journey with you all mid-2024!

Also in 2023, we reimagined our mission, vision, and values (see on page 4) to align with our equity goals, and CAP leadership engaged in two DEI workshops led by our DEI consultant to continue growing our capacity for equitable leadership inside and outside CAP walls.

## A FAMILY THRIVES



Natalie first came to CAP in 2002 through our WIC program, which provides caregivers living with low income health and nutrition support for their children from fetal growth to early childhood years. Her newborn son had been diagnosed early on with a formula intolerance, and WIC staff and his doctor collaborated to find one that would nourish him safely. In addition to specialty formula support, all three of Natalie's children received their regular screenings at WIC to monitor their healthy growth.

Natalie was working at a daycare when her two oldest children were coming of school age, but she found that payment for their care while she was working left little to cover their living expenses. She was referred to our Early Learning Resource Center (ELRC) for support in accessing subsidies for high-quality education programs for her children. She was eligible to access ELRC for more than 20 years to ensure her children flourished academically, and along the way found further stability for her family by moving from subsidized housing to renting affordable housing to owning her own home.

*"It felt good to be able to pick the center that I wanted to send my kids to, where they were safe and stable and*

*would get good education at a young age, instead of having to take them somewhere just because that was where I could afford."*

In 2016, Natalie made the decision to pursue a post-secondary degree. Working full-time, she enrolled in Penn State World Campus and could access support for before- and after-school programs for her children through ELRC. Natalie graduated in 2019 with a degree in Human Development and Family Studies and is proud to be working in a role where she walks alongside families with similar experiences to hers in accessing community resources.

Her journey to thriving has not been without its challenges, but Natalie is hopeful that the intentional education opportunities she was able to provide for her children along the way will send them along a different path. Her son is now a senior at Penn State Main Campus, her older daughter is a junior at Temple, and her younger daughter is in high school.

*"My dream is to see them thrive. Hopefully they never have to deal with food insecurity or having electric cut off. That would be my ultimate goal, them not having to go through the same cycle."*



# BOARD OF DIRECTORS & COMMITTEES

Our Board of Directors, which governs the agency, is made up of local elected officials and appointed government officials, community leaders, and representatives of low-income organizations and neighborhoods.

## FINANCE COMMITTEE

Scooter Haase, Chair  
Chris Flores  
Sam Jordan  
Daniel Massey  
Corey Meyer

## EXECUTIVE COMMITTEE

Darryl Gordon – Chair  
*VP Human Resources, The High Companies*

Nicole Pedriani – Vice Chair  
*VP Relationship Manager, Univest Financial*

Daniel Massey – Treasurer  
*Principal, Walz Group*

Corey Meyer – Secretary  
*Supervisor, East Lampeter Township*

Jim S. Amstutz, D.Min – Immediate Past Chair  
*Teacher, Lancaster Mennonite School*

## BOARD

Randolph Appley  
*Member-At-Large*

Tiffany Burkey  
*Chair, Head Start Policy Council*

Angela Eichelberger  
*District Director, Office of PA Sen. Scott Martin*

Rebecca Geiser  
*Deputy Director of Health, Housing, and Community Development, City of Lancaster*

Scooter Haase  
*Community Volunteer*

Kareemah Mayer  
*Associate Attorney, Buchanan Ingersoll & Rooney PC*

Dr. Elizabeth Powers  
*Associate Professor, Millersville University*

Anna Ramos  
*Chief Executive Officer, Lancaster County Workforce Development Board*

Rod Redcay  
*Mayor, Denver Borough*

Jake Thorsen  
*Chief Impact Officer, Tenfold*

# MANAGEMENT & OVERSIGHT

## LEADERSHIP

VANESSA PHILBERT, *CEO*

AMANDA BURNS, *CSO*

ANGIE LIGHTFOOT-ROTH, *CFO*

KRISTY AURAND, *CDO*

JOHN MCKOWEN, *CBO*

CENITA MEYERS-RICHARDSON, *CPO*

ARELIS PEREZ, *VP Economic Empowerment*

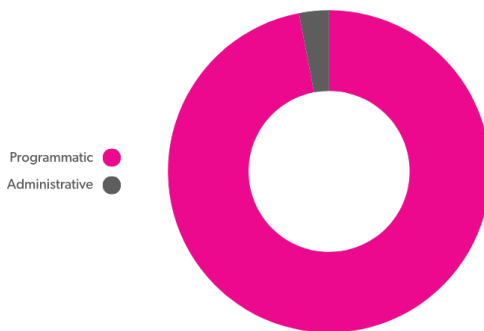
JULIE RHOADS, *VP Health & Nutrition*

FRANCINE CHILDS, *VP Finance*

LILI DIPPNER, *VP Education*

SHELDON KEPIRO, *IT Director*

## FINANCIALS



96% of our functional expenses support programs; only 4% support administrative expenses.



Here are these numbers broken down even more by impact team and supporting services.

Thank you for  
partnering with us  
to create a  
**COMMUNITY WHERE  
EVERYONE THRIVES**



The opposite of poverty is not wealth;  
the opposite of poverty is *justice*.

*Bryan Stevenson*



**JOIN THE MISSION**



**Community  
Action  
Partnership**

People.  
Empowered.