Community Action Plan
2014

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Fax: 203.736-5425  Fax: 203.735-9684

www.teamin.org

Stephane Skibo, Chairman, Board of Directors
Richard Knoll, President & CEO

Service Delivery Area (SDA):
Ansonia, Beacon Falls, Bethany, Derby, Milford, Orange, Oxford, Seymour, Shelton, Woodbridge – New Haven and Fairfield Counties
 TEAM, Inc. Community Action Plan 2014

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Section A – Contact Information

Name of Agency

Training, Education, and Manpower, Inc. (a.k.a. TEAM)

Principle Contact for CAP update

Richard Knoll
TEAM, Inc. President/CEO
rknoll@teaminc.org
203.736-5420
Section B – Description of Agency Service Delivery System

1. Update on Governance:
TEAM is continuously seeking representation from various stakeholders in the community to serve on the Board of Directors. The Board represents a social and geographic cross-section of the ten towns/cities in the service area and interests, including representation from publicly elected officials, clients and private organizations. Members attended a variety of trainings during the year, which were offered by local foundation, State of Connecticut and Connecticut Association of Community Action, including Purposeful Boards, Powerful Fundraising; Organizing Major Gift Campaigns; Membership Recruitment; and Roles and Responsibilities of a Board. The Governance component of the agency was rated 3.0 (fully meets best practice standard) in a peer review conducted by the Northeast Institute for Quality Community Action in 2013.

2. Board List and Sector Represented:

**Chairperson**
- Stephane Skibo
  - Senior IT Manager, *Yale University*

**Vice-Chair**
- Julie Cooper Altman
  - Associate Professor, *Adelphi University of Social Work*

**Secretary**
- John Hatfield
  - Teacher, *Platt Technical High School, Milford*

**Treasurer**
- Dave Rabinove
  - Program Manager, *IBM Corporation*
- Rita Crana
  - Coordinator of Social Services, *Griffin Hospital*

**Carol A. DellaRocco**
- Section 8 Program Director-Retired, *Derby Housing Authority*

**Liljana Duka**
- Community Representative, *Policy Council Representative*

**Richard Feher**
- Case Manager, *BH Care*

**Lisa Diamond Graham**
- Exec. Director, Dept. of Human Services, *Youth & Family Services City of Milford*

**Ken Gurin**
- President, *Comfort Keepers*
<table>
<thead>
<tr>
<th>Name</th>
<th>Sector</th>
<th>Position</th>
<th>Organization/Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lynn Kieley</td>
<td>Private Sector</td>
<td>Assistant V.P. Branch Manager,</td>
<td>Newtown Savings Bank</td>
</tr>
<tr>
<td>Carolyn Mabery</td>
<td>Consumer Sector</td>
<td>Program Client, Ansonia</td>
<td></td>
</tr>
<tr>
<td>Sherrod McNeill</td>
<td>Private Sector</td>
<td>Assistant Principal, Prendergast School</td>
<td></td>
</tr>
<tr>
<td>Laura Mutrie</td>
<td>Private Sector</td>
<td>Director of Field Education and Clinical Instructor, Quinnipiac University</td>
<td></td>
</tr>
<tr>
<td>Anthony Rivera</td>
<td>Consumer Sector</td>
<td>Lieutenant, The Greater Valley Salvation Army</td>
<td></td>
</tr>
<tr>
<td>Eugene Skowronski</td>
<td>Public Sector</td>
<td>Attorney, Skowronski &amp; Skowronski</td>
<td></td>
</tr>
<tr>
<td>Charles Smith</td>
<td>Private Sector</td>
<td>Certified Public Accountant, Apicella, Testa &amp; Company</td>
<td></td>
</tr>
<tr>
<td>Lula Walker</td>
<td>Private Sector</td>
<td>CT - DDS, Waterbury</td>
<td></td>
</tr>
<tr>
<td>Kate Zarro</td>
<td>Private Sector</td>
<td>Attorney, Law Office of Kate Casagrande</td>
<td></td>
</tr>
</tbody>
</table>
2a. TEAM Organizational Chart

TEAM, Inc.

President/CEO

Vice President

Chief Financial Officer

Marketing/Public Relations and Financial Literacy Coordinator

Job Developer

Administrative Staff

Director of Family Support Services

Energy Assistance

Elderly Services

Case Management Coordinator

Family Support Specialists

Director of Human Resources

Head Start

Child & Adult Care Food Program

School Readiness

Family Resource Center

Child Day Care

Early Head Start/MIECHV

Planner

IT Helpdesk

Accounting

Payroll

Facilities
2c. TEAM Early Education Organizational Chart

Richard Knoll
President/CEO

David Morgan
Vice President

Claribel Lugo
Office Assistant

Jamie Rapuano
Site Director

Heather Harris
Site Coordinator

Katie McGinnis
Site Director

Jamesetta Williams
Site Coordinator

Ayanna Williams
Valley Family
Resource Center Manager

Vacant
Assistant Child & Family Educator

Marge Miles
Child & Adult Care Food Program Manager

Michele Holovach
Early Head Start Manager

Cynthia Spears
Child & Family Educator

Tiffany Ramos
Child & Family Educator

Kimberly Vieira
Child & Family Educator

Transport Staff

Kitchen Staff

Rebecca Gardner
Family Support Specialist

LaKisha Thomas
Family Support Specialist

Cynthia Rosado
Family Support Specialist

Alexandra Sanchez
Family Support Specialist

Head Teachers

Assistant Teachers

Teachers Aides

Assistant Teachers

Teachers Aides
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3. Update on role and responsibilities of key CAA personnel (senior management and program directors, whether or not CSBG funded)

A 2012 management re-structuring allowed for a more streamlined chain of communication, faster response time to opportunities and initiatives, and ultimately a more positive experience and outcome for clients. Currently, two vice presidents oversee Family Support Programs & Development (Diane Stroman), and Early Education Programs (David Morgan) respectively. They are supported by a Chief Finance Officer (Wendy Rodorigo) and a Human Resource Director (Sue Westine). All report to the President & CEO (Richard Knoll). The Planner (Allison Romano) also reports to the President/CEO and manages the MIS function, co-chairing an internal IT committee. A manager with split responsibility (Mary Ann Vlahac) acts as Marketing Coordinator and Financial Literacy/Economic & Asset Building program manager. A Director of Family Support Services (Suzanne Reilly) is responsible for supervising Elderly, Housing, Case Management, and Energy services. Ellen McAuliffe manages the Energy Assistance Program and Amy LaChioma manages case management and HSI systems.

4. Staff training that has been provided.

TEAM is dedicated to the professional development of its staff. A Tuition Assistance benefit provides reimbursements for three post-secondary courses a year. TEAM has also encouraged and paid for Family Credential Certification, graduating several staff in the past years, one as a supervisor. Each year in March a Professional Development Day is scheduled for all day training. New hires receive an extensive and formal orientation by senior staff. Staff attend state association trainings offered by CAFCA, and regional, State and national conferences to increase their skills. The Board of Directors send members to conferences and local foundation-sponsored trainings. Departments develop their individual training plans and schedules. Early Education holds a September training in which classes close and staff attend a week of refresher and related trainings. Housing staff attend trainings conducted by the Consultation Center relative to mediation that are sponsored by CT-DSS. Also, an internal IT committee polled staff on training needs and has implemented an on-line Training Center for Microsoft Office products. Below is a list of various trainings in the last year:

**EARLY EDUCATION**

*Child and Adult Food Care Program*
- Let’s Move! Child Care Training Opportunities and Resources for CACFP Sponsors
- New Orleans Annual National CACFP Sponsors Association Conference
- CACFP Civil Rights Training
- My Plate and Your Children Connecting the Dots between CACFP and My Plate
- Handbook Overview: State Agencies & Monitoring, Budget and Management
- Let’s Move! Child Care Train the Trainer

*Maternal Infant Early Childhood Home Visiting Program (Early Head Start)*
- CACFP/Nutrition; Cavity Free Kids
- Medicine Administration & Epi-Pen
- Family & Community Partnerships; Mandated Reporting; Domestic Violence Awareness
- Parents Interacting with Infants; Parents as Teachers; Triple P Parenting; 24/7 Dad Facilitator
- Mental Health First Aid; Motivational Interviewing
- Ages & Stages Testing; CLASS standards
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15th Annual New England Fathering Conference
New England Head Start Association Conference
CT Early Learning and Development Standards
Educating Practices in the Community Training Module
CSEFEL- Building Positive Relationships
Children with Special Needs; Speech and Language Special Needs
Creative Art Expression; Literacy development
OSHA; CPR/First Aid; Qualified Food Operator
Grant Writing; Leadership and Mentoring
Intentional Teaching Connected to Early Learning Standards
Teaching Strategies across the Benchmarks
Family Development Credential

FAMILY SUPPORT SERVICES

Administration
Mistake Free Grammar & Proofreading
Volunteer Income Tax Return preparation
Successful Thank you letters

Case Management Services/Housing Programs
Family Development Credential
Introduction to Case Management and Best Practices
Results Based Accountability
Affordable Healthcare Act
DCF Mandated Reporter
How to stay Healthy in the Workplace

Elderly Services
DSS Connecticut Medical Assistance Program
SAMS/Harmony Database user
Food Safety Training/Café Managers; Defensive Driving Course
E Climpact T; Elder Law; Fall Prevention
Practicing Health Self Care – Mind and Mental Health
Navigating through the Health Care System
Understanding the Health Care Maze
Alzheimer’s and Dementia; Elder Abuse Prevention
Nutrition Education for Congregate Sites
Senior Services Educational Workshop
Entitlement Programs and Medicare
Livable Communities for All Ages Workshop
Jimmo v. Sebelius: Expansion of Services to Those on Medicare

Energy
Operation Fuel and DSS Energy Assistance program guidelines

Family Support Services
Emerging Leaders’ Institute for Training and Excellence
Leadership Styles and Professional Development
Public Administration Basics

Financial Literacy/Marketing & Development
COMCAST-Community Channel Film Training
What makes a successful Web Campaign
Story Tellers for Non Profits
Assister Training for Access Health Certification
Enhancing Financial Education for Clients
Legal Implications of Social Media
Predatory Lending-Client’s Nightmare
VITA Coordinator Training
Assets and Opportunity Scorecard
Constant Contact Newsletter Design Tips
Assets for Independence program administration
Development Training for Planned Giving

FINANCE DEPARTMENT

Structure Your Employee Benefit Plans to Survive & Thrive in 2014 and Beyond
Payroll for Nonprofits
Preparing For Your Single Audit
First Year Conditions for ALL Five Year Grant Awards
Understanding the Importance of Your Annual Audit and How the Audit Process Can Strengthen Your Organization
Spotlight on Nonprofit Grants Administration
Affordable Care Act
Financial Edge EFT
Understanding the New OMB Super Circular

PLANNING

Using the Data-Haven website
CAPTAIN Software; Introduction to ROMA

MANAGEMENT

Rapid Fire Economic & Compliance Trends for Nonprofits
Purposeful Boards, Powerful Fundraising
Planned Giving

BOARD OF DIRECTORS

Getting Governance Right (CFGNH)
Purposeful Boards, Powerful Fundraising
Board Development (Chuck Loring)
Board Structure (Robert Serow)
Challenges & Success of Great Nonprofit Board Chairs
Board Chair Roundtable Discussions
Planned Giving
5. Programmatic change(s) (addition, deletion, modifications) and their impact on client services

The agency was very successful developing new program resources in 2013-14 which led to program enhancements. These improvements include the following additions or enhancements:

- **EFPP (Region II):** The CT Department of Social Services awarded a grant to the agency in 2013 to provide Eviction and Foreclosure Prevention program services in Region II. TEAM subcontracted with NOI, CRT, CAANH-Liberty Center to provide these services in the Meriden, Middletown and New Haven regions respectively, while TEAM provides direct services in the Naugatuck Valley and Milford. The grant provides for the agency(s) to begin Security Deposit Guarantee Program applications in 2014. This development will improve “one-stop” efforts to address residents’ housing needs, and ensure continuity throughout the region.

- **Project GAIN:** The Department of Social Services awarded funds in 2014 to ready thirty (30) recipients of TFA for employment, and by July 2015 to have placed twenty (20) into employment. This development will permit the agency to provide employment services to clients, specifically Head Start enrolled parents, and move them toward greater self-sufficiency.

- **School Readiness Expansion:** CT Office of Early Childhood Development awarded twenty (20) additional School Readiness slots for the City of Shelton program, which TEAM applied for and manages. It will reduce the waiting list of families in that City and ensure affordable and quality preschool development for children of families below the median income level.

- **Derby Discovery:** The William C. Graustein Foundation and State of CT invested $50,000 in 2013 in a multi-year “Discovery” project to strengthen early learning systems in Derby (and Ansonia). TEAM is the fiduciary for the grant, and staff co-chairs the governing Council. The program provides support for TEAM’s Family Resource Center programming, specifically for parent workshops and resources.

- **Diaper Bank:** The Valley Community Foundation awarded a three-year grant in 2013 for TEAM’s regional Diaper Bank, managed by TEAM’s Family Resource Center. One hundred and ninety-seven (197) low-income parents currently receive supplies monthly. The grant will ensure these resources continue, thus improving child health and releasing limited family resources for food, clothing and rents.

- **Early Childhood Infrastructure:** TEAM received $200,000 in State Bond Funds for improvements to the Ansonia Early Education facility, specifically: a) Security Systems Upgrade; b) Playground Improvements; c) Cooling & Air Regulation System; d) Work Space Redesign. These enhancements will improve child and staff safety, effectiveness and privacy.

- **Around The World Literacy / Computer Tots:** A $30,000 grant award from the Pitney Bowes Foundation (December/2013) will implement this educational enrichment program for all of our preschool classrooms. With an emphasis on literacy and numeracy skill development, children are engaged in technology and the use of computer systems – including the use of I-Pad technology! The initiative includes small-group instruction with approved instructors.

- **Meals on Wheels:** CT OPM awarded funds to purchase two new delivery vans which will result in maintenance cost savings that can be redirected to client meals.

- **Elderly Services:** The Valley United Way awarded funds to conduct Caregiver and Educational Workshops in the Valley region. The Workshops assist caregivers of elderly residents to become more effective caregivers by providing information about the issues they confront when providing care to a family member.
TEAM, Inc. Community Action Plan 2014

- **Meals on Wheels:** A $2,700 grant award from the Valley United Way provided 669 home delivered emergency meal packs to 223 homebound elderly Meals on Wheels clients. The meal packs are issued during the winter to ensure ample food is available to clients when weather conditions make it impossible to deliver a regular meal.

- **Access Health- Affordable Care Act:** Access Health CT awarded a $12,000 grant to the agency in 2013 to engage, educate and provide in-person assistance to Valley and Milford residents in understanding their health insurance options and to enroll in the health coverage plan that best meet their needs.

6. Changes in location of services.

TEAM continues to maintain its main intake and administrative center and a dental clinic at 30 Elizabeth Street in Derby, and its Early Education headquarters at 80 Howard Avenue in Ansonia.

TEAM opened a new Volunteer Income Tax Assistance Center at the Milford Senior Center in 2014, increasing the number of VITA sites to four.

TEAM Early Education maintains classrooms in six communities. There was incidental movement related to these classroom sites:

- The Derby School Readiness/Head Start classroom moved from Irving School, Elizabeth Street, Derby to TEAM Early Learning Center, 80 Howard Avenue, Ansonia in 2013.
- A classroom at 80 Howard Avenue in Ansonia will move to the Harry Ford Center, Fourth Street, Ansonia in August.
- A new preschool classroom is under development at the former Lafayette School, Grove Street, Shelton to accommodate new School Readiness children in that City in 2014.

TEAM now contracts with NOI, CRT, CAANH & Liberty Center to provide EFPP services in Region II. These subcontractors have offices in Meriden, Waterbury and New Haven.
Section C – Needs Assessment Update

1. Update of demographics

**Community Population**

TEAM’s service area had an approximate total population of 188,448 in 2011. The largest city is Milford (52,894 pop.) followed by Shelton (39,650 pop.) and Ansonia (19,232 pop.). Bethany (5,558 pop.) and Beacon Falls (6,038 pop.) are the smallest towns. TEAM services were received by 12,245 residents in 2013 (6.4%) as displayed on page 15 (below).

**Table 1: Population totals for each town with future projections for percentage growth between 2011 and 2016.**

<table>
<thead>
<tr>
<th>Town</th>
<th>Total Population</th>
<th>'11-'16 Growth / Yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ansonia</td>
<td>18,403</td>
<td>18,554</td>
</tr>
<tr>
<td>Beacon Falls</td>
<td>5,083</td>
<td>5,246</td>
</tr>
<tr>
<td>Bethany</td>
<td>4,608</td>
<td>5,040</td>
</tr>
<tr>
<td>Derby</td>
<td>12,199</td>
<td>12,391</td>
</tr>
<tr>
<td>Milford</td>
<td>49,938</td>
<td>52,305</td>
</tr>
<tr>
<td>Orange</td>
<td>12,830</td>
<td>13,233</td>
</tr>
<tr>
<td>Oxford</td>
<td>8,685</td>
<td>9,821</td>
</tr>
<tr>
<td>Seymour</td>
<td>14,288</td>
<td>15,454</td>
</tr>
<tr>
<td>Shelton</td>
<td>35,418</td>
<td>38,101</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>7,924</td>
<td>8,983</td>
</tr>
</tbody>
</table>

Source: Connecticut Economic Resource Center, Inc. (CERC) 2013
### 3. Total unduplicated number of persons about whom one or more characteristics were obtained:

<table>
<thead>
<tr>
<th>Year</th>
<th>2011-2012</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>12,245</td>
<td>12,151</td>
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</table>

### 5. Total unduplicated number of families about whom one or more characteristics were obtained:

<table>
<thead>
<tr>
<th>Year</th>
<th>2011-2012</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>5,441</td>
<td>5,589</td>
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### 7. Gender

<table>
<thead>
<tr>
<th>Year</th>
<th>2011-2012</th>
<th>2012-2013</th>
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<tbody>
<tr>
<td>Male</td>
<td>4,833</td>
<td>4,843</td>
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<tr>
<td>Female</td>
<td>7,407</td>
<td>7,303</td>
</tr>
<tr>
<td>TOTAL*</td>
<td>12,245</td>
<td>12,146</td>
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</table>

### 8. Age

#### a. Male

<table>
<thead>
<tr>
<th>Year</th>
<th>2011-2012</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 5</td>
<td>1,284</td>
<td>1,312</td>
</tr>
<tr>
<td>6 - 11</td>
<td>1,365</td>
<td>1,512</td>
</tr>
<tr>
<td>12 - 17</td>
<td>1,492</td>
<td>1,437</td>
</tr>
<tr>
<td>18 - 23</td>
<td>1,040</td>
<td>960</td>
</tr>
<tr>
<td>24 - 44</td>
<td>2,852</td>
<td>2,562</td>
</tr>
<tr>
<td>45 - 54</td>
<td>1,438</td>
<td>1,429</td>
</tr>
<tr>
<td>55 - 69</td>
<td>1,359</td>
<td>1,056</td>
</tr>
<tr>
<td>70 +</td>
<td>1,411</td>
<td>1,506</td>
</tr>
<tr>
<td>TOTAL*</td>
<td>12,245</td>
<td>12,143</td>
</tr>
</tbody>
</table>

#### b. Female

<table>
<thead>
<tr>
<th>Year</th>
<th>2011-2012</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 5</td>
<td>7,208</td>
<td>7,635</td>
</tr>
<tr>
<td>6 - 11</td>
<td>7,128</td>
<td>7,747</td>
</tr>
<tr>
<td>12 - 17</td>
<td>7,480</td>
<td>7,001</td>
</tr>
<tr>
<td>18 - 23</td>
<td>7,116</td>
<td>6,645</td>
</tr>
<tr>
<td>24 - 44</td>
<td>7,064</td>
<td>6,567</td>
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<tr>
<td>45 - 54</td>
<td>7,169</td>
<td>6,698</td>
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<tr>
<td>55 - 69</td>
<td>6,750</td>
<td>6,371</td>
</tr>
<tr>
<td>70 +</td>
<td>6,660</td>
<td>7,148</td>
</tr>
<tr>
<td>TOTAL*</td>
<td>12,244</td>
<td>12,105</td>
</tr>
</tbody>
</table>

### 14. Source of Family Income

#### a. Unduplicated # Families Reporting One or More Sources of Income or Zero Income.

<table>
<thead>
<tr>
<th>Year</th>
<th>2011-2012</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>5,356</td>
<td>5,241</td>
</tr>
</tbody>
</table>

### 15. Level of Family Income (% Of HHS Guideline)

#### a. Up to 50%

<table>
<thead>
<tr>
<th>Year</th>
<th>2011-2012</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>8,411</td>
<td>8,259</td>
</tr>
</tbody>
</table>

### 16. Housing

#### a. Own

<table>
<thead>
<tr>
<th>Year</th>
<th>2011-2012</th>
<th>2012-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>5,437</td>
<td>5,589</td>
</tr>
</tbody>
</table>
2. Update of jobless data

Table 2: Unemployment rate by town

<table>
<thead>
<tr>
<th>Town</th>
<th>Labor Force</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>May-13</td>
<td>May-14</td>
<td>May-13</td>
<td>May-14</td>
</tr>
<tr>
<td>Ansonia</td>
<td>10,083</td>
<td>10,238</td>
<td>9,139</td>
<td>9,393</td>
</tr>
<tr>
<td>Beacon Falls</td>
<td>3,359</td>
<td>3,444</td>
<td>3,130</td>
<td>3,188</td>
</tr>
<tr>
<td>Bethany</td>
<td>3,090</td>
<td>3,160</td>
<td>2,897</td>
<td>2,965</td>
</tr>
<tr>
<td>Derby</td>
<td>6,901</td>
<td>7,106</td>
<td>6,337</td>
<td>6,514</td>
</tr>
<tr>
<td>Milford</td>
<td>29,963</td>
<td>30,495</td>
<td>27,813</td>
<td>28,586</td>
</tr>
<tr>
<td>Orange</td>
<td>7,210</td>
<td>7,313</td>
<td>6,781</td>
<td>6,939</td>
</tr>
<tr>
<td>Oxford</td>
<td>7,354</td>
<td>7,502</td>
<td>6,918</td>
<td>7,110</td>
</tr>
<tr>
<td>Seymour</td>
<td>9,200</td>
<td>9,423</td>
<td>8,522</td>
<td>8,759</td>
</tr>
<tr>
<td>Shelton</td>
<td>22,515</td>
<td>23,011</td>
<td>20,992</td>
<td>21,575</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>4,630</td>
<td>4,708</td>
<td>4,368</td>
<td>4,489</td>
</tr>
<tr>
<td>Total for Service Area</td>
<td>104,305</td>
<td>106,400</td>
<td>96,897</td>
<td>99,518</td>
</tr>
<tr>
<td>Connecticut</td>
<td>1,868,123</td>
<td>1,887,800</td>
<td>1,723,473</td>
<td>1,757,200</td>
</tr>
</tbody>
</table>

Source: Department of Labor, April 2013, [http://www1.ctdol.state.ct.us/lmi/laus/lmi123.asp](http://www1.ctdol.state.ct.us/lmi/laus/lmi123.asp)
Table 2 (pg.16) shows an overall decrease in the unemployment rate in the service area in 2014. The exceptions were Beacon Falls and Derby. The trend seems to indicate an upswing in the economic environment in Connecticut. However, it has been noted by the Workplace Inc. that this trend could be a false indicator caused by the loss of registered workers whose unemployment benefits expired and who have consequently dropped off the DOL roll. The data indicates also a long-term trend in which unemployment in the core Valley – Ansonia, Derby, Seymour – exceeds the State average by one or two percentage points.

Table 3 (below) indicates that 11,320 residents in the region are below the Federal Poverty Index (6% of population)

3. Poverty data

<table>
<thead>
<tr>
<th>Town</th>
<th>Residents in Poverty</th>
<th>All Children (under 18) in Poverty</th>
<th>% Diff.</th>
<th>% Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ansonia</td>
<td>11.60%</td>
<td>13.9%</td>
<td>2.3%</td>
<td>19.00%</td>
</tr>
<tr>
<td>Beacon Falls</td>
<td>3.50%</td>
<td>3.8%</td>
<td>0.3%</td>
<td>5.10%</td>
</tr>
<tr>
<td>Bethany</td>
<td>5.10%</td>
<td>5.4%</td>
<td>0.3%</td>
<td>6.90%</td>
</tr>
<tr>
<td>Derby</td>
<td>12.80%</td>
<td>13.3%</td>
<td>0.5%</td>
<td>26.80%</td>
</tr>
<tr>
<td>Milford</td>
<td>3.90%</td>
<td>4.7%</td>
<td>0.8%</td>
<td>3.60%</td>
</tr>
<tr>
<td>Orange</td>
<td>2.60%</td>
<td>2.6%</td>
<td>0.0%</td>
<td>1.00%</td>
</tr>
<tr>
<td>Oxford</td>
<td>1.70%</td>
<td>4.5%</td>
<td>2.8%</td>
<td>1.60%</td>
</tr>
<tr>
<td>Seymour</td>
<td>5.20%</td>
<td>6.8%</td>
<td>1.6%</td>
<td>2.10%</td>
</tr>
<tr>
<td>Shelton</td>
<td>4.10%</td>
<td>4.4%</td>
<td>0.3%</td>
<td>4.40%</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>2.20%</td>
<td>1.2%</td>
<td>-1.0%</td>
<td>2.70%</td>
</tr>
</tbody>
</table>

Source: U.S. Census, 2008-2012 American Community Survey 5-Year Estimates, by county subdivision

Tables 3 also shows that a significant and high percentage of poor children and residents reside in Ansonia and Derby. Only two wealthy New Haven suburbs – Woodbridge and Orange – did not see an increase in poverty in the past year. Most worrisome are the rates of Ansonia and Derby, where poverty has reached 13%-14%. The need for TEAM’s services for impoverished populations in the region is as clear as ever. [80% of TEAM clients are below 200% of the Federal Poverty Index as evidenced by TEAM’s CBG-IS report (pg.15).]
Table 3: Percentage of population living in poverty.

### Residents in Poverty 2013 vs. 2014

<table>
<thead>
<tr>
<th>Town</th>
<th>2013 Report</th>
<th>2014 Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ansonia</td>
<td>3.5%</td>
<td>11.6%</td>
</tr>
<tr>
<td>Beacon Falls</td>
<td>3.8%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Bethany</td>
<td>4.7%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Derby</td>
<td>3.9%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Milford</td>
<td>2.6%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Orange</td>
<td>6.0%</td>
<td>6.8%</td>
</tr>
<tr>
<td>Oxford</td>
<td>2.6%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Seymour</td>
<td>4.5%</td>
<td>5.2%</td>
</tr>
<tr>
<td>Shelton</td>
<td>4.4%</td>
<td>6.8%</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>2.2%</td>
<td>2.2%</td>
</tr>
</tbody>
</table>

Source: U.S. Census American Community Survey (ACS) 2007-2011 five-year estimate

### All Children (under 18) in Poverty 2013 v. 2014

<table>
<thead>
<tr>
<th>Town</th>
<th>2013 Report</th>
<th>2014 Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ansonia</td>
<td>3.6%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Beacon Falls</td>
<td>5.1%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Bethany</td>
<td>6.9%</td>
<td>9.0%</td>
</tr>
<tr>
<td>Derby</td>
<td>9.0%</td>
<td>26.8%</td>
</tr>
<tr>
<td>Milford</td>
<td>5.2%</td>
<td>3.6%</td>
</tr>
<tr>
<td>Orange</td>
<td>0.8%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Oxford</td>
<td>2.1%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Seymour</td>
<td>2.1%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Shelton</td>
<td>4.8%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Woodbridge</td>
<td>2.7%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Source: U.S. Census American Community Survey (ACS) 2007-2011 five-year estimate
Table 4 (below) provides the Federal Poverty Guidelines released in 2014 for households. Table 4 is found at [www.familiesusa.org](http://www.familiesusa.org).

Table 4

<table>
<thead>
<tr>
<th>Household Size</th>
<th>100%</th>
<th>133%</th>
<th>150%</th>
<th>200%</th>
<th>300%</th>
<th>400%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$11,670</td>
<td>15,521</td>
<td>17,505</td>
<td>23,340</td>
<td>35,010</td>
<td>46,680</td>
</tr>
<tr>
<td>2</td>
<td>15,730</td>
<td>20,921</td>
<td>23,595</td>
<td>31,460</td>
<td>47,190</td>
<td>62,920</td>
</tr>
<tr>
<td>3</td>
<td>19,790</td>
<td>26,321</td>
<td>29,685</td>
<td>39,580</td>
<td>59,370</td>
<td>79,160</td>
</tr>
<tr>
<td>4</td>
<td>23,850</td>
<td>31,721</td>
<td>35,775</td>
<td>47,700</td>
<td>71,550</td>
<td>95,400</td>
</tr>
<tr>
<td>5</td>
<td>27,910</td>
<td>37,120</td>
<td>41,865</td>
<td>55,820</td>
<td>83,730</td>
<td>111,640</td>
</tr>
<tr>
<td>6</td>
<td>31,970</td>
<td>42,520</td>
<td>47,955</td>
<td>63,940</td>
<td>95,910</td>
<td>127,880</td>
</tr>
<tr>
<td>7</td>
<td>36,030</td>
<td>47,920</td>
<td>54,045</td>
<td>72,060</td>
<td>108,090</td>
<td>144,120</td>
</tr>
<tr>
<td>8</td>
<td>40,090</td>
<td>53,320</td>
<td>60,135</td>
<td>80,180</td>
<td>120,270</td>
<td>160,360</td>
</tr>
<tr>
<td>For each additional person, add</td>
<td>$4,060</td>
<td>$5,400</td>
<td>$6,090</td>
<td>$8,120</td>
<td>$12,180</td>
<td>$16,240</td>
</tr>
</tbody>
</table>

4. Data gathered by the agency (such as customer satisfaction survey; focus groups; agency satisfaction survey; staff survey; board survey, etc.)

**Customer Satisfaction** – Clients are surveyed on a programmatic level to evaluate their satisfaction with the agency services. Feedback often leads to appropriate programmatic changes. Fifty-five (55%) percent of two hundred and sixty (260) Early Education clients surveyed responded to a NAEYC survey. All answers to the twenty-two queries were positive and above 90%, with an average of 98% satisfaction. 100% of respondents said they were respected by staff. A program change was implemented (as suggested by clients) to increase opportunities for families to meet one another and get connected, when it came out as a need. Staff increased the number of opportunities for families to meet - such as family events and classroom parent meetings, and increased the number of group family socializations at all locations, allowing clients to build peer relationships and supportive networks. (See **Appendix A** for program/customer survey results.)
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Community Needs – Clients, board members, and area professionals were surveyed over a two month period early in 2014 about community needs. Two hundred and eleven (211) respondents rated needs related to employment, housing, income, child care, nutrition and education. In March 2014, a staff retreat focused input on the needs identified in the surveys, and staff developed recommendations for service enhancements and modifications. Key survey findings were:

- Employment is a problem because full-time employment is difficult to find
- High energy costs and rent/mortgage payments commonly exceed 50% of household income
- Education costs (for college and technical schools) are not affordable
- Child care and youth programs are not affordable to the working poor
- There is often insufficient income to purchase food; and health care has been too costly
- A deficit in budgeting skill and cash savings as well as bad credit impact money management
- Lack of a car, driver’s license, and funds to purchase an auto cause transportation problems

See Appendix D for a more detailed report on the needs survey results.

5. Significant event(s) that has impacted the community(ies) that will change service delivery.

There was one significant event that impacted the community. This event is coincidental to the underlying conditions in the region: 1) the erosion of manufacturing and living wage employment for unskilled workers; 2) the residual poverty and unemployment as evidenced by data; 3) the growing level of child poverty in the core communities of the lower Naugatuck Valley; and 4) the lingering unemployment that exceeds the State average. The event noted represented a loss of SRO housing:

- **Shelton Fire Destroys Housing**: In January 2014, a city block in downtown Shelton was destroyed by fire. Known as the Matto building, it contained twenty-five units of de-facto affordable housing built around 1900. The wood frame structure was completely destroyed and razed. Twenty-three low-income households lost all their possessions in the late night conflagration. The following morning, TEAM staff joined the Red Cross at the Echo Hose Co. fire house which was set up as a triage center for victims. Over the next weeks and months, TEAM took charge of rehousing the families, most of whom were single adults on limited incomes accustomed to paying no more than $600 a month (inclusive) for rent and utilities. Only one renter had insurance and none had security deposit refunds. Within 60 days, twenty-one households were rehoused thanks to the extraordinary efforts of staff. Most extraordinary was the ability of TEAM to engage CT-DSS staff and philanthropic partners and raise $35,000 to pay first month rents, security deposits and basic needs. Clothing and furniture drop-off sites provided sufficient supplies for the victims, and gift cards replaced personal effects. Municipalities in the core region have no human service departments. Thus, TEAM has stepped in to provide a coordinating social infrastructure to deal with emergency efforts that displace families. This disaster has solidified community relationships that will likely form the model for future events of a similar nature.
Section D – Meeting Needs

Please describe any significant events or changes that will affect the community (i.e. major employer moving from the area; re-structuring of adult education system, etc.) and how the agency will fill in the identified service gaps. The explanation and description must also include information on the coordination of efforts and networking with other service providers to address gaps in the agency’s service area.

Current research on community needs is found in Appendix D. It validates previous research, confirming deficits in full-time employment opportunities, subsidized job training and housing, food security and infant-toddler capacity, particularly in the lower Naugatuck Valley region. To counter these dynamics, TEAM planning has responded in a collaborative and creative manner.

- **Project GAIN**: TEAM applied for and received funding approval from CT-DSS in 2013 to implement an employability program that will engage 36 recipients of Temporary Family Assistance (TFA) and place 20 of the participants into employment during the period January 2014 – June 2015. The program model employs training vouchers, case management, child care, vocational orientation, and personal counseling. An initial cohort of ten participants began work in April-May 2014, and is showing significant progress.

- **Food Security Task Force**: TEAM and the Valley United Way discussed concerns in 2013 about the growing decentralization of the Valley food bank network, coordinated by Area Congregations Together (ACT). Those concerns were brought to the region’s nonprofit organizing council, the Valley Council for Health and Human Services. The Council then charged the United Way and TEAM to lead a newly established Food Security Task Force, whose mandate is to: a) assess the current food security/needs throughout the Valley; b) clarify the current organizations & systems that are addressing food security; c) understand the models in use to ensure agencies are making appropriate referrals; d) clarify any connectivity that may exist; and d) gain an understanding of the current capacity in relation to historic resources. Strategy will include and support a detailed capacity study (specific to food need and current food distribution systems) of the Valley, a continued focus on coordinating a centralized system to address food-need in the Valley, and a future symposium on basic needs & poverty in order to heighten public awareness, strengthen partnerships, and address resource deficits. TEAM VP David Morgan co-chairs the task Force, and members and food banks have expressed appreciation for the sensitive and productive work that the group has begun. The outcome will be: a) a mapping and a solid knowledge of the capacity of the current system; and b) a clarified understanding of the current food insecurity in the Valley region.

- **Early Childhood Resources**: In addition to 20 new School Readiness slots secured in Shelton by the agency in the summer of 2014, an application to USHHS-Head Start is in development for funding to implement a combination center-based and home-based model in the region. A successful effort resulting in an award for 72 slots will significantly increase in Early Head Start capacity. [TEAM was awarded a Maternal Infant and Early Childhood Home Visiting Program by CT-DPH in 2012 for which TEAM chose an Early Head Start model to deliver health-focused services and child development under the ACA. The program funds 36 home-based participant slots.] The model under development will implement the first center-based Early Head Start
program in the region, as well as collaborate with certified day care homes that are currently enrolled in TEAM's Child & Adult Food Care Program. CACFP provides nutrition cost reimbursements and other supports to home day care providers in Connecticut. When successful, this effort will reduce the deficit of infant-toddler capacity in the region and promote learning for children in poverty.

- **Affordable Housing**: TEAM was approached in 2014 by the City of Derby and asked to assist a local property owner to develop affordable housing for veterans. Subsequent meetings with the CT Housing Coalition, LISC, and the Office for Homeless Veterans has resulted in the engagement of David Berto, Housing Consultant, and plans to seek State funds for a project plan development in 2014 and a full application in 2015.

- **Adult Day Care**: TEAM staff chairs the Senior Services Council, a subset of the Valley Council for Health and Human Services. The sub-Council examined senior needs in 2013 and recognized that the loss of adult day care in the Valley region – previously provided by two health organizations, Hewitt and Generations – represented a significant deficit and hardship on local families. A business plan is under development by TEAM, and discussions with officials in the Town of Seymour have identified a potential site.

- **Senior Centers**: In 2012, TEAM approached the mayors of Ansonia and Derby with regard to their interest in securing funds for a new jointly-operated senior center to replace aging and marginally adequate structures in each city. The response was positive, and plans will address declining enrollment in the centers and their congregate meal programs. Planning began in 2013, however, both chief elected officials were not reelected in 2013. Planning was suspended until new officials and staff could examine the concept. Planning restarted in 2014, and a previous initial request for consideration of DSS bond funds will be pursued after the planning process identifies a model and potential site. The effort is intended to improve senior programming and efficiencies in the region, and imbed TEAM Elderly Services into the new center.

**Section E – Innovation**

*Describe any new or innovative concepts, practices, or projects that the CAA is implementing within target service area. Describe new funding streams and their impact on customers.*

TEAM developed and implemented two programs in 2013 that will continue in 2014-15. The strategic focus is to improve child cognitive functioning and health through enhanced learning and the provision of supplies.

a. **Executive Function: Skills for Life & Learning**: The Board of Directors at the Valley United Way awarded a *Special issues* grant to TEAM Early Childhood Education to pilot the nationally/world-known “Tools of the Mind” approach into three existing preschool classrooms. The *Tools of the Mind* approach is time tested and case studied for its successful preschool outcomes around self regulation, social-emotional development, language, literacy and mathematical thinking. In the brain, the ability to hold onto and work with information, focus thinking, filter distractions, and switch gears is like an airport having a highly effective air traffic
control system to manage the arrivals and departures of dozens of planes on multiple runways. Scientists refer to these capacities as executive function and self-regulation – a set of skills that relies on working memory, mental flexibility, and self-control. There is growing evidence that many children, especially at-risk low-income children, begin school lacking self-regulation and this lack of self-regulation has a great impact on how well they do in school and later life. Kindergarten teachers rank self-regulation as the most important competency for school readiness, and the latest brain research reveals ages 3 to 5 as the critical window of opportunity for the most dramatic growth in these skills. Activities include rigorous staff training & professional development, on-site coaching/mentoring to TEAM Early Childhood Teachers, outreach/education to families of the 3 classrooms, and access to additional training and instructional tools provided by Eastern Connecticut State University’s division of Early Childhood Initiatives. Running from October/2013 through June/2014, evaluation results will measure child progress, teacher progress, and parent/family progress. Supporting Executive Function project will benefit approximately 54 preschool children, their parents/families, TEAM educators, and TEAM educational support staff. Our vision is to build upon this year's work, expand into our additional classrooms in 2014-15, communicate ongoing results to the communities, and begin partnering with area early childhood providers and public schools in future years.

b. Diaper Bank: This local initiative was awarded funds by Valley Community Foundation to address a compelling need that arose during 2013 when the New Haven Diaper Bank could no longer provide supplies to Valley-area families. It was clear to staff that in limited-income households, diapers were being used inordinately longer than desired to save costs. TEAM developed linkages with the Ansonia High School Health Clinic, the Griffin Hospital, and the Valley Community Foundation to plan and create the local Diaper Bank. Foundation funding is for three years and supplements a private $8,100 gift made in the beginning of 2013.

Section F – Linkages / Coordination of Funding

Any other significant changes in the community, agency, and/or partners that will inform the current year’s community action plan and how the agency will partner to assure that the needs are met. Please include new partners, the amount of coordinated funding, and those partners with whom you are no longer collaborating.

Linkages with other agencies in the community improve coordination, avoid duplication and enhance service delivery. Local collaborations and strategic plans, including the development of new and renewed partnerships with other public/private agencies, improved services under a variety of service headings, as demonstrated below. Refer to Appendix E for an up-to-date list of all of TEAM’s formal and informal relationships.

Locally, the agency coordinates strategic planning with the Valley Council for Health & Human Services, a unique regional planning agency, and its planning bodies: the Early Childhood and Senior Services task forces. VP Diane Stroman is vice-chair of the Valley Council, and Director Sue Reilly is co-chair of the Senior Services Council. Family Resource Center Director Ayana Williams co-chairs the Derby Discovery Project. Staff also belong to the Milford Social Services Providers Network and
maintains linkages with Orange, Woodbridge and Milford Social Services, which are municipally funded offices in each community. The President/CEO is a member of the Board of Directors of the Workplace Inc., the regional workforce investment board, which plans, funds and delivers employment services in the region. VP David Morgan, leads four school readiness councils and sits on two more in the region. He is also a member of the Governor’s Early Childhood Cabinet, the State’s key planning body on the subject. The President/CEO is also a member of the CT Association of Community Action (CAFCA) that address statewide issues.

a. **Education and employment training**: As noted above, TEAM maintains numerous relationships that ensure its involvement in planning, new initiatives and service development in the region and State. Agency programming provides a significant and positive impact on education and employment opportunities in the region:

- Individual Development Account programming matches client savings for post-secondary education. Funding for 20 new IDA slots was recently approved by CT-DOL.
- Project GAIN was recently implemented with a $300,000 grant from CT-DSS to employ TFA recipients.
- The agency utilizes over $4 million in grants annually from USHHS, CT-DPH, CT-SDE, CT-DSS to provide 298 subsidized preschool slots to area children in Head Start, School Readiness, Child Day Care classroom settings. Over $175,000 is leveraged from local municipalities to support the effort. Programming is accredited by NAEYC and USHHS. Recent awards from Pitney Bowes Foundation and Valley United Way will permit special learning components to be implemented to enhance school readiness of preschool children.
- A Family Resource Center functions with $45,000 of annual, locally-generated support to the agency. New support has been received from the William Graustein Foundation.
- Staff maintains close partnerships with WIA service providers, linking clients and youth with federal work supports.
- TEAM maintains agreements with all local school systems, and is an active member of the local Chamber of Commerce and the BHCare Employment Coalition.

b. **Income management services**: Statewide planning is conducted by CT Association of Human Services (CAHS) of which the agency is a member as well as a grant recipient.

- The Governor’s banking task force implemented Bank-on-CT in 2012 to foster the use of checking and savings accounts, under which TEAM received an $8,000 grant to recruit the unbanked and under-banked in 2013.
- Agency asset development programs offer financial literacy workshops and training, with links to on-line training and educational resources developed by CAHS. New IDA funding will make this resource important.
- TEAM developed a regional VITA coalition to expand and improve free income tax services for area residents. The coalition includes Plumb Library in Shelton, Derby Neck Library and a new partner in 2014, Milford Senior Center. Returns increased 19% as a result of increased sites and volunteers. These efforts are supported by grants from the Naugatuck Savings Bank Foundation and CAHS.
- New IDA funds for 20 clients will permit the agency to assist families to save for education, home ownership, transportation and business start-up by matching families' savings and providing financial training.
- TEAM administers the Energy Assistance program in the region and expends approximately $3 million annually to assist families to meet winter heating costs. Arrangements with Operation Fuel, New Haven and Bridgeport United Ways (FEMA), and area utilities (NU, CL&P, UI) will secure additional resources and debt forgiveness for clients.
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- Each holiday season for 30 years, TEAM promotes its Toys 4 Kids annual giving campaign during which over 100 community partners and volunteers collect and distribute in excess of 5,000 gifts for 1,500 needy children in the region.

c. **Housing services**: The agency provides crisis intervention and mediation services and utilizes CT-DSS rent bank funds to prevent homelessness. It is a member of CCEH and CT Housing Coalition.
   - TEAM applied to manage eviction and foreclosure prevention activities in Region 2 in 2013 and was selected by DSS. New partners include NOI (Meriden), CRT (Middletown), and CAANH and Liberty CS (New Haven). In addition to EFPP, which includes State Security Deposit Guarantees, CT-DSS provides ESS funds. Community Mediation (New Haven) provides mediation training to staff. TEAM remains a member of the NHHR regional Furniture Bank (and directs donations there) so customers can purchase items affordably.
   - TEAM maintains close relationships with the three homeless shelters in the region – Umbrella Domestic Violence Shelter (Ansonia), Spooner House-ACT (Shelton), and Beth El (Milford), as well as BHCare, which operates supportive Housing in the Valley region. Staff refer clients and receive referrals from the agencies.

d. **Emergency service**: the agency remains a member of the Valley Council Emergency Response Team which is called upon to assist with disasters, special needs and employer downsizing.
   - TEAM is an active partner when housing emergencies and dislocations arise as evidenced by its response noted above to the Shelton 2014 fire. Staff maintains close relationships with the region’s landlords and a keen knowledge of the local housing market.
   - TEAM participated in the Naugatuck Valley’s Heath District Public Health and Emergency Preparedness planning that addresses mass (meds) dispensing plans, security plans, power outages and shelters, hurricane drills, after action reports and more items related to emergency preparedness.

e. **Nutrition and Health services**: The agency belongs to the CT Association of Nutrition Assistance Service Providers (CANASP), which conducts statewide planning and assessment.
   - Locally, TEAM operates a network of senior service nutrition sites offering nutritious lunches under the congregate meal program model. TEAM also provides Meals on Wheels and nutrition education to its senior customers. The agency created a new senior meal site in 2013 at the Oxford Senior Center and continues to support its Griffin Hospital senior meal options site.
   - TEAM provides food to 250 preschool children daily with funding from the Child and Adult Food Care Program, and provides food reimbursements to 87 day care homes in the region also under the CACFP. A new School Readiness site will be opened in Shelton in 2014.
   - TEAM maintains a regional, federally funded dental clinic in its Derby facility, managed by the Cornell Scott Hill Health Center. Developed with State funds in 2008, the clinic continues to serve over 2,500 patients annually.
   - TEAM offers homemaking and medical rides to home-bound seniors under grants from the Agency on Aging of South Central CT. Recently it developed a Volunteer Caregiver program to supplement State/federally funded efforts.
Section G – Performance Measurement

Update the progress that the agency has made towards realizing its goals. Provide a narrative explanation of changes in goals or strategies that have been made as the result of changes in agency performance and/or community needs.

2008—2013 Strategic Plan Summary

TEAM adopted a three-year Strategic Plan in 2008, accomplished 61% of its outcomes by 2011, and extended it through 2013, ultimately completing 76% of planned outcomes/indicators. The Plan was facilitated by Gary Stokes-Mountain Consulting, and aligned the agency’s work with CT’s stated goal to reduce poverty by 50% by 2014. [A Poverty Data Report provided statistical poverty data at the national, state and local levels. 360 Degree Surveys provided feedback from staff, board and community partners to inform the planning.] The Plan had five strategies:

1. **Education strategy**: develop and implement a plan to ensure comprehensive childhood services to children 0-8 and their parents.

   *Proposed Outcomes*: Every child receives high-quality comprehensive early childhood development; the community has developed and implemented a strategic plan to assess local capacity to meet early childhood development needs and to improve the educational outcomes of children in poverty; parents are equipped to advocate for their children in the community.

   *Actual Outcomes*: The agency increased its Early Childhood enrollment by 75 slots during the Plan (36%), and became a major leader in Graustein Foundation Discovery projects in four of the area communities. Additionally, our (new) Family Resource Center has grown in programming and public support.

2. **Self-sufficiency**: create and implement a formal plan to provide employment and supports to move families out of poverty.

   *Proposed Outcomes*: Guiding coalition(s) in the region have designed and implemented a commitment to reduce child poverty; low income individuals and families will rise out of poverty through planning, employment, asset building, and supports. Financial aid, connection with State/federal resources and asset development has kept an unquantified number of families above the poverty level.

   *Actual Outcomes*: Although formal anti-poverty plans have not been developed, the agency and its mission have become a prominent partner in all local initiatives and its messages are trusted by elected and foundation officials. It is only a matter of time and strategy until such plans become reality. In the interim the agency has increased its programming and number of clients who are receiving aid and moving above poverty as a result.

3. **Seniors**: build and sustain a model comprehensive senior center as the hub of a regional senior services program

   *Proposed Outcomes*: A centralized social service support system assists seniors to maintain and improve their well being; an effective transportation system supports accessible, adaptable, affordable, and available movement of seniors for medical and social activities; seniors are able to remain in their community housing situations with a high quality of life for as long as possible
through the provision of support services and adaptation, and access affordable preventive, curative, and maintenance health and wellness medical services in the community, and enjoy a rich and stimulating social life focused in attractive, culturally diverse, senior services centers; life planning and financial support services that will assist seniors in enjoying an economically secure retirement will be provided.

*Actual Outcomes:* The agency is meeting all requests for services from seniors; has created a series of workshops for the public on senior issues; leads the region’s Senior Services Council; and is assisting the cities of Ansonia and Derby to develop a new, combined senior center in which TEAM services would be prominent. Additionally, the agency – with the Senior Council – has identified the absence of adult day care in the Valley region as a significant deficit, and is developing a business plan and coordinating a potential site in one of the area’s senior centers.

4. **Agency capacity building: build an innovative organization known for community leadership, effectiveness and staff competence.**

*Proposed Outcomes:* Staff has the skills and knowledge to perform at the highest level of competence; TEAM hires and retains high quality staff; agency maximizes physical resources to align with strategic plan; Employees take ownership for identifying quality issues and creating continuous improvement processes; Staff, Board, key partners and the general public are fully informed about TEAM’s plans, activities and successes; Agency will maintain highly effective Information Technology equipment & systems; Agency is visionary, focused and accountable; Board of Directors is actively engaged, knowledgeable of programs and budgets and leads the Agency’s vision and strategies in the community; Agency will increase resources towards goal of achieving the strategic plan; agency’s grants and financial management are conducted at the highest level of integrity and compliance.

*Actual Outcomes:* The agency is considered a model nonprofit by many, and its assessment scores by reviewers and stakeholders attest to the quality of its systems and programming.

5. **Public policy: influence and inform local, state and national public policy makers around poverty reduction issues.**

*Proposed Outcome:* New public policy increases the opportunity for families with children to rise out of poverty.

*Actual Outcome:* A lack of capacity has prevented any significant progress in this area. However, much work is supported and accomplished by the State association, CAFCA, in this regard.
Several Important Lessons Learned:

1. It is difficult to gauge/change public opinion about poverty without additional resources to purchase professional media skill, which is highly specialized and costly.

2. Federal aid reductions/economic losses in states and municipalities limit their capacity to help reduce poverty.

3. Reducing poverty in CT by 50% by 2014 was never a commitment the State could deliver on.

4. The federal definition of Poverty is flawed, since the poverty index (used since 1963) does not consider assets, governmental supports or the disparity in regional costs of living.

How the Strategic Plan Impacts Current Work:

The agency decided in 2013 to continue to work on open objectives in the Strategic Plan, and also to develop a more focused WORK PLAN containing specific objectives for the 2013-2014 program year. The 2013-14 Work Plan has twelve (12) Priority Areas with numerous objectives and supplements the strategic work. It was informed by a number of sources, specifically: the NIQCA 2013 peer review, grantor monitoring reports, employee feedback, client surveys, and feedback from other stakeholders. While the strategic plan objectives form the framework for management in 2013-2014, the Work Plan focuses on specific products. The Work Plan and Strategic Plan provide agency-wide guidance, whereas each department and program develops additional goals and benchmarks consistent with these. The Work Plan DETAIL and Work Plan ACCOMPLISHMENTS are summarized in Appendix F. Meanwhile, the analysis of recent information developed on community needs (see Appendix D) will inform planning going forward.
Appendix A – Client Satisfaction Processes/Results

Family Support Services - Elderly Services

Eviction Foreclosure Prevention Program
Of 46 Surveys distributed, 100% were returned: 21 Surveys by landlords/housing authorities, 25 by tenants. In Summary:

- 46 (100%) said that the program was easily accessible and the staff was courteous
- 44 (96%) knew what documents to bring to the mediation; 43 (93%) felt that the mediation was very satisfactory, 3 (7%) felt the mediation was satisfactory.
- 45 (98%) felt that all outstanding issues were resolved at the mediation; 1 (2%) did not.
- 45 (98%) felt that the mediation would help maintain current housing or homeownership for at least 12 months; 1 (2%) did not.
- 39 (85%) felt that mediation process would help them communicate better with the other party; 6 (13%) were unsure; 1 (2%) did not.
- 41 (89%) felt that the mediation process would help them work out any future problems with the other party; 5 (11%) were unsure.

VITA (Volunteer Income Tax Assistance)
A Satisfaction Survey is sent each June to VITA clients to elicit feedback on changes/suggestions for the upcoming tax year. The most recent VITA Satisfaction Survey was sent to 715 clients, and continued to show extremely positive results. Seven out of ten said they participated in VITA before, and almost eight out of ten clients rated their experience as “excellent”. On average, a client saw a tax volunteer within 15 minutes of arrival at the assistance site. If VITA was not available, 39% of clients aid they would turn to a paid tax preparer; 24% said they would turn to family/friends for filing assistance. Just over nine out of ten clients plan to return to VITA for future tax assistance, with almost all giving high ratings (excellent/good) to the professionalism of the VITA volunteer. Ninety eight percent said they would recommend the VITA program to others.

Energy Assistance
Energy Clients receive a Satisfaction Survey annually to comment on their TEAM experience. During 2013, 1794 clients returned completed surveys and gave high ratings for their experiences with Energy Assistance (79% excellent, 17% very good).

Meals on Wheels provides daily, nutritious meals to approximately 350 seniors annually, who otherwise could not prepare meals for themselves. Success is measured by surveying active clients yearly in September. The most recent survey (2013) was mailed to 210 clients. 99 surveys (41%) were returned. Residency of respondents were: Shelton 32%, Seymour 25%, Ansonia 23%, Derby 15%, and Oxford 4%. The average rating was very good on the food and service. Testimonials included comments:

- I enjoy most of the meals – they have a nice presentation that means a lot when you eat alone
- The program is run very well. The staff and drivers are courteous and pleasant. Hard to suggest change. An occasional visit would be wonderful for those who are homebound.
- Meals on wheels are a blessing. At least you’re guaranteed one hot meal a day
- I am very pleased with the service. It has helped me enormously. The food is tasty and with good portions. Thank you.
- I’m thankful for the meals, because I don’t have enough money to buy food, and I’m waiting to hear from food stamps. I’m a diabetic & there were days I didn’t have anything to eat. (anonymous - rte. 4)
The Congregate (Community Café) program participants are also surveyed in September of each year. The 2013 survey was distributed to 187 participants who regularly participated in the program and 137 were returned (73%). Of those, 97% were very satisfied. The Senior Meals Choice Program at Griffin Hospital had a 100% satisfaction. Comments included:

- Oxford Senior Center: Very convenient; this is a great service you provide to us seniors.
- Callahan House: Occasionally a meal will not appeal to me, but overall the meals are very good.
- Derby Sr. Center: It is a good & healthy program for us; we have sociability & a hot meal.
- Doyle Sr. Center: Would like stuffed cabbage. No pineapple, no peas
- Griffin Hospital: The service staff is very kind and polite; I look forward to eating there every Tues, Wed, & Thur.; this is an excellent program. It really helped after my major surgery. The meals are very good. The staff treats us with dignity. I am deeply grateful to TEAM and Agency on Aging for this “lifeline” service.

Homemaking provides basic cleaning arrangements as needed, sometimes several times a week but generally once every other week. 71 seniors received help in 2013 who otherwise could not have maintained their homes. 97% received services for 90 or more days. Client Satisfaction Surveys were mailed to 51 clients in September. 30 surveys (59%) were returned. Derby residents equaled 23%. Responses indicated an overall rating of very good for services and quality of work. Seven out of ten clients said the Homemakers were very pleasant and courteous. Many stated that if the Housekeeping service didn’t exist, they did not know what they would do. Homemakers arrived on time 100% of the time, and stayed for the full appointment time allotment 100% of the time.

Medical Transportation: 127 surveys were mailed in 2013; 57 surveys (45%) were returned. The largest group (33%) were returned by Ansonia residents. In addition, 86% received rides locally and 16% went to out-of-Valley destinations. 5% were handicap-assisted. Valley Transit’s services had a 68% very good rating; and the remaining 32% rated it as good. Wait time satisfaction was 53% (reporting pick up within 30 minutes of schedule time.) A majority of clients rank the drivers and dispatchers as courteous and helpful. Surveys indicate that over 27% of the riders would not be able to get to their medical appointments without the service. 100% would recommend the Medical Transportation Program to a friend or family member.

Early Education (NAEYC) Family Survey (54.7% return)
Each year, a formal Self Assessment process is begun in which families, staff, and others are recruited to complete a formal assessment of programming. Concluded after one month, the results, including client surveys, are reviewed by governing bodies (families) and staff in order to formulate goals for improvement and a Training & Technical Assistance Plan for the program. 2014 Results are:

1. I have a good relationship with my child’s teacher and other staff. 99.1%
2. The teacher takes good care of my child, helps my child learn to get along with others, and is a good teacher. 100%
3. The teacher often shares information about things happening in the program and wants to know about things my child is doing at home. 99.1%
4. I talk with a teacher about my child at least once a week. 98.3%
5. I have received information at enrollment and/or throughout the year about the program and my child’s classroom, including information about:
   a. Program mission and philosophy 98.3%
   b. Rules and expectations 98.3%
   c. Procedures for drop-off and pickup and handling emergencies 98.9%
6. I receive this information in a language that I understand. 98.3%
7. The teacher asks about things that are important to our family and uses this information to help my child grow and learn. 98.3%
8. For families who speak a language other than English at home: The teacher and I discuss the language used to teach my child. 97.4%
9. I am invited to take part in classroom activities and events. 97.4%
10. When I disagree with how a teacher works with my child, I feel comfortable letting the teacher know and working together to find a solution that works for both of us. 97.4%
11. I am comfortable with what my child is learning and how my child’s progress is measured. I have the opportunity to discuss what is learned and how it is measured. 99.1%
12. I know how the program makes sure that information about my child and his or her progress is kept confidential. 95.7%
13. I receive written reports about my child at least twice a year. 96.6%
14. I am told about my child’s progress in language I understand and in ways that are respectful to me and my family. 97.4%
15. The teacher and program work with me to meet my child’s individual or special needs and help me get other resources within the community when needed. 92.2%
16. The program helps me get to know other families in the program and encourages us to support each other. 91.4%
17. I am always welcome at the program and am invited to participate by helping to plan events, being involved in decisions about the program, and taking on leadership roles. 99.1%
18. I am provided a translator when needed. 97.4%
19. The program staff helps me learn about community events and resources that can help my child and family. 95.7%
20. The program gives me information to help my child make a smooth transition to kindergarten or first grade. 97.4%
21. When program evaluations are completed, I receive information about the findings. 96.6%
22. I generally feel respected by the program staff and that my contributions are valued. 100%

Comments (optional) included:
- I am very grateful that this program exists. It has been an invaluable resource for my child and myself. My daughters’ teachers give 100% to this program and their students. It will be missed when she heads to Kindergarten next year.
- The teachers are always providing us with useful information to help advance my child’s skills in spelling and learning new things. They have helped so much and I am very grateful that I chose the TEAM program. Thank you very much.
- All the teachers are very good with my child. They seem very motivated and nurturing to the children. A very nice school. They were especially helpful when I came to read to make it a nice environment.
- I have complete confidence in all the staff members with my child. They keep us completely informed about everything in regards to my child. The staff is top notch!!!

Appendix B. OUTCOMES AND MEASURES

TEAM subscribes to the Results Oriented Management Accountability (ROMA) System adopted by USHHS Office of Community Services and undertakes its work in the context of six national goals, which are outlined below. Measures (i.e. indicators) determine how the agency will attain its goals. The CSBG-HSI contract provides tracking and reporting for these family, agency, and community outcome measurements.
<table>
<thead>
<tr>
<th>CSBG-IS Annual Report National Performance Indicator (NPI) Comparison</th>
<th>2012-2013 Performance and Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Employment</strong></td>
<td></td>
</tr>
<tr>
<td>1.1A Unemployed and obtained a job</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>35</td>
</tr>
<tr>
<td><strong>1.2 Employment Supports</strong></td>
<td></td>
</tr>
<tr>
<td>Number of low-income individuals for whom barriers to initial/continuous employment are reduced/eliminated as measured by one or more of the following:</td>
<td></td>
</tr>
<tr>
<td>1.2A Obtained skills/competencies required for employment</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>25</td>
</tr>
<tr>
<td>1.2B Completed ABE/GED and received certificate or diploma</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>4</td>
</tr>
<tr>
<td>1.2C Completed post-secondary education program and obtained certificate or diploma</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>5</td>
</tr>
<tr>
<td>1.2D Enrolled children in before or after school programs</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>1.2E Obtained care for child or other dependent</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>300</td>
</tr>
<tr>
<td>1.2F Obtained access to reliable transportation and/or driver's license</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>3</td>
</tr>
<tr>
<td>1.2G Obtained health care services for themselves or family member</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>80</td>
</tr>
<tr>
<td>1.2H Obtained and/or maintained safe and affordable housing</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>150</td>
</tr>
<tr>
<td>1.2I Obtained food assistance</td>
<td>Target</td>
</tr>
<tr>
<td>No Target</td>
<td>1,000</td>
</tr>
<tr>
<td>1.2J Obtained other non-emergency energy assistance (State/local/private energy programs)</td>
<td>Target</td>
</tr>
<tr>
<td>No Target</td>
<td>420</td>
</tr>
<tr>
<td><strong>1.3 Economic Asset Enhancement and Utilization</strong></td>
<td></td>
</tr>
<tr>
<td>Number of low-income households achieving an increase in financial assets/skills as measured by one or more of the following:</td>
<td></td>
</tr>
<tr>
<td>1.3A In tax preparation programs and qualified for any type of Federal or State tax credit</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>200</td>
</tr>
<tr>
<td>1.3C Enrolled in telephone lifeline and/or energy discounts with agency assistance</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>70</td>
</tr>
<tr>
<td>1.3D Demonstrated ability to complete and maintain a budget for over 90 days</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>20</td>
</tr>
<tr>
<td>1.3E Opened an Individual Development Account (IDA) or other savings account</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>1.3F Increased savings through IDA or other accounts</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>8</td>
</tr>
<tr>
<td>1.3G Capitalized a small business with accumulated IDA or other savings</td>
<td>Target</td>
</tr>
<tr>
<td>No Target</td>
<td>2</td>
</tr>
<tr>
<td>1.3I Purchased a home with accumulated IDA or other savings</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>2</td>
</tr>
<tr>
<td>1.3J Purchased other assets with accumulated IDA or other savings</td>
<td>Target</td>
</tr>
<tr>
<td>No Target</td>
<td>7</td>
</tr>
<tr>
<td><strong>6.1 Independent Living</strong></td>
<td></td>
</tr>
<tr>
<td>The number of individuals maintaining independent living as a result of services</td>
<td></td>
</tr>
<tr>
<td>6.1A Senior citizens</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>750</td>
</tr>
<tr>
<td>6.1B Individuals with disabilities</td>
<td>Target</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

**6.2 Emergency Assistance**

Number of individuals seeking emergency assistance and receiving services including:

<table>
<thead>
<tr>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.2A Emergency Food</td>
<td>100</td>
</tr>
<tr>
<td>6.2B Emergency fuel or utility payments funded by LIHEAP or other public and private funding sources</td>
<td>7,900</td>
</tr>
<tr>
<td>6.2C Emergency Rent or Mortgage Assistance</td>
<td>20</td>
</tr>
<tr>
<td>6.2E Emergency Temporary Shelter</td>
<td>45</td>
</tr>
<tr>
<td>6.2F Emergency Medical Care</td>
<td>60</td>
</tr>
<tr>
<td>6.2G Emergency Protection from Violence</td>
<td>6</td>
</tr>
<tr>
<td>6.2H Emergency Legal Assistance</td>
<td>50</td>
</tr>
<tr>
<td>6.2I Emergency Disaster Relief</td>
<td>3</td>
</tr>
<tr>
<td>6.2J Emergency Clothing</td>
<td>140</td>
</tr>
</tbody>
</table>

**6.3 Child and Family Development**

Number of individuals participating in developmental or enrichment programs who achieve program goals as measured by one or more of the following:

<table>
<thead>
<tr>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.3A Infants and children obtain age-appropriate immunizations, medical, and dental care</td>
<td>295</td>
</tr>
<tr>
<td>6.3B Infant and child health and physical development are improved as a result of adequate nutrition</td>
<td>1,000</td>
</tr>
<tr>
<td>6.3C Children participate in pre-school activities to develop school readiness skills</td>
<td>300</td>
</tr>
<tr>
<td>6.3D Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st Grade</td>
<td>275</td>
</tr>
<tr>
<td>6.3I Parents and other adults learn and exhibit improved parenting skills</td>
<td>40</td>
</tr>
<tr>
<td>6.3K Parents and other adults learn and exhibit improved family functioning skills</td>
<td>40</td>
</tr>
</tbody>
</table>

**6.4 Family Supports (Seniors, Disabled, and Caregivers)**

Low-income individuals, who are unable to work, for whom barriers to family stability are removed, as measured by one or more of the following:

<table>
<thead>
<tr>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4C Obtained access to reliable transportation and/or driver's license</td>
<td>No Target</td>
</tr>
<tr>
<td>6.4D Obtained health care services for themselves or family member</td>
<td>No Target</td>
</tr>
<tr>
<td>6.4E Obtained and/or maintained safe and affordable housing</td>
<td>3</td>
</tr>
<tr>
<td>6.4F Obtained food assistance</td>
<td>575</td>
</tr>
</tbody>
</table>

**6.5 Service Counts**

Number of services provided to low-income individuals and/or families

<table>
<thead>
<tr>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.5A Food Boxes</td>
<td>600</td>
</tr>
<tr>
<td>6.5D Rides Provided</td>
<td>5,000</td>
</tr>
<tr>
<td>6.5E Information and Referral Calls</td>
<td>1,500</td>
</tr>
</tbody>
</table>
Appendix C. HUMAN SERVICES INFRASTRUCTURE (HSI)

Procedures/Intake Process/Case Management/ Client Tracking

Human Services Infrastructure (HSI) Philosophy and Overview

The Human Services Infrastructure (HSI) program is a partnership between the Community Action Agencies of Connecticut, Connecticut’s Department of Social Services, and 2-1-1 in order to foster a more effective coordination of services to needy, low-income, and vulnerable Connecticut populations. At TEAM, Inc., the Community Action Agency for the Naugatuck Valley and suburban New Haven County region, HSI exists to harness the available human service capital on behalf of the vulnerable populations served by TEAM Inc, removing barriers to services, ameliorating family and personal crises, and moving them toward self-sufficiency.

HSI intake procedures; pre-assessment, full assessment and case management services enable TEAM Inc. to:

- harness everything TEAM does to more efficiently serve the at-risk and vulnerable populations of the region
- enable TEAM to build the human service capital needed to serve the at-risk and vulnerable populations of the region
- assess the needs of the at-risk and vulnerable populations in the region
- coordinate the services available to the at-risk and vulnerable populations through TEAM and DSS services and programs
- create capacity for case coordination of all at-risk, low-income and vulnerable populations in the region

HSI enhances TEAM’s capacity to coordinate more efficiently the services needed to remove social, family, and employment barriers for area residents, move at-risk and vulnerable people and families toward self-sufficiency, and thus fulfill its mission to alleviate the causes of poverty one person, one family at a time.

INTAKE PROCESS

Client Entry

Clients may access TEAM services through direct appointment, walk-in, referral and telephone inquiry. When a client enters the building, site or center, they need to register with the receptionist before proceeding any further. If the site does not have a receptionist, the client must enter the main office at the site and register with the designated program staff. The receptionist or designated program staff will refer clients in the following manner:

- Clients that have a direct appointment are referred to that Program service for intake
TEAM, Inc. Community Action Plan 2014

- Clients that walk in are provided with the Universal Intake Form by the receptionist or designated program staff and then referred to the respective program.
- Clients that make telephone inquiries are directed to the appropriate intake staff person. Clients do not have to wait for an initial contact from TEAM staff.

**Intake Process** It is important to uncover the clients’ need when they enter the building, site or center. This helps to ensure that the client’s needs are met and that clients are referred to the appropriate program(s) and services(s) within (or without) TEAM. TEAM's many different programs and services have open enrollment while others require a referral from a funding source or an approved referral agency. The receptionist or designated program staff person uses a general inquiry: “How can we help you today? Once the client’s need has been uncovered, the receptionist, or designated program staff will provide the client with the Universal Intake Form and then will direct the client to the appropriate program(s) and/or service(s). For those client’s entering an Early Education site or center the client will complete the Early Education Enrollment Application and then be directed to the appropriate program(s) and/or service(s). Every client who enters TEAM’s doors (at any building, site or center) is entered into the Client Tracking system. This client tracking system is an internet based computer software program that allows TEAM management, staff and funding sources to see and track the progress of each client TEAM serves. During the intake process, TEAM staff will use the CAPTAIN software system to do the computerized portion of the intake. This software system does not replace the method of intake as required by a program’s funding source. Program staff completes the intake paperwork (or additional computer software entry) as instructed to do so by each funding source.

ALL client demographic and additional information is filled out completely leaving no sections blank. The entire CAPTAIN intake is to be completed while the client is in the office and is not to be done at a later date or after the client leaves except under special circumstances. This ensures that all information is filled out completely and accurately. A copy of the intake form with the necessary client and staff signatures is filed, and forms are printed out and filed for every TEAM program that the client is enrolled in, and/or when information is changed or updated.

**Pre-Assessment and Full Assessment**

The pre-assessment process is designed to help TEAM staff look holistically at the client’s needs and determine if/what referrals should be made to help the client achieve their desired level of self-sufficiency. The pre-assessment screening tool asks clients the questions necessary to determine if they are in need of immediate and/or additional services. A pre-assessment screening tool is completed for each client to determine their needs and self-sufficiency baseline. The pre-assessment screening tool is completed when the client presents for their initial intake. The pre-assessment tool is a list of questions asked by the TEAM staff member and answered by the client. The answers to the questions will help the Community Resource Specialist and/or TEAM staff to determine what types of referrals are warranted to address the clients’ needs. When a client answers: NO, for two (2) of the specified questions in the pre-assessment tool, that client is referred to the Community Resource Specialist for a full assessment and for Case Management Services in their primary area of need. If a need for additional services is identified, then the TEAM Community Resource Specialist or TEAM staff person would make an appropriate referral for the client. Example: A client seeking energy aid may be in need of additional services. After completion of the intake and assessment, one may learn...
that the client was recently laid off from work and unable to pay the rent. The Community Resource Specialist or TEAM staff person can put the client in contact with TEAM’s Eviction Foreclosure Prevention Program (EFPP). Therefore, one of the client’s needs is addressed.

Referrals

There are two (2) types of referrals that can be made for TEAM clients: internal referrals and external referrals. An internal referral is a referral made to a program, service or resource within TEAM. An external referral is a referral made to an agency, program or service outside of TEAM. It is important to familiarize yourself with the internal and external programs within the greater Valley region. The Community Resource Specialist identifies the areas of need for client referrals, and uses the pre-assessment and assessment tools in this process. After a pre-assessment and/or a full assessment has been conducted, a review of the answers will allow the specialist or TEAM staff person(s) to evaluate and determine what programs, services and referrals should be made. To determine the most effective method of referring clients, the referral source is contacted to ensure programs are still in place and have an opening. Not all programs, services and agencies accept referrals in the same manner. Referrals can be made with the client present, providing the client with program information so they may contact the program or service when they leave TEAM. However, if a client takes information to call a program or service after they have left, this will be documented in the case file and follow-up with the client will ascertain if additional services or assistance are needed. A client may need a referral to an unfamiliar program or service, in which case staff will use one or mechanisms to identify the program. Some examples include:

- **2-1-1** (this is CT’s information line and has a list of most of the services and program eligibility requirements within the state of Connecticut). 2-1-1 is accessible through the internet or by dialing 2-1-1 on your phone.

- **Valley Council of Health and Human Services** - A listing is maintained by the Valley Council of Health and Human Services organizations serving the Lower Naugatuck Valley and can be obtained by accessing the Council’s website ([www.valleycouncil.org](http://www.valleycouncil.org))

- **Colleagues** – Other social service staff are a great resource when locating programs and services in the local area.

- **Agency List** – Resources for external programs and/or partnerships most often utilized by the Agency are maintained.

All internal and external referrals to programs and/or services are logged into the **CAPTAIN client tracking software**. The data program recognizes a referral as a goal, and there are additional goals and services options available to choose from within the system – imbedded goals assigned for tracking.

**Follow-up**

Follow-up is extremely important in the HSI process and ensures that the client is able to receive the needed assistance and improved their level of self-sufficiency, and record the positive outcomes achieved. Follow-up is scheduled on a regular and consistent basis. The amount of follow-up needed depends on the referrals and services made for each client. When a client receives a referral, the
information is entered into the client tracking software. The outcomes of those referrals are tracked during the follow-up process, and progress is outlined utilizing the CAPTAIN software. All TEAM staff and the Community Resource Specialists are responsible for updating the goals section of the CAPTAIN software as the client progresses through the programs and services. Goals permit classifications for “achieved” or “exited” from the “progressing” status. The CAPTAIN data program credits the Agency with completed goals when this final step is taken.

Staff understands that correctly tracking client goals using the CAPTAIN enables TEAM to meet its Federal Mandate to report on Result-Oriented Management and Accountability (ROMA) measures.

**Software** TEAM utilizes the CAPTAIN software data systems for intake purposes. Many programs have an additional required data system required by the program grantor. For example the Housing program will use the ECM (HMIS) data program; Early Education programs uses the Child Plus data program for specific tracking. The CAPTAIN data program is the data program TEAM uses to track the outcomes of all the clients served and the services they received.
TEAM surveyed clients and area professionals in January and February 2014 using a simple written (and electronic) survey. Two hundred and eleven (211) responses were tabulated and analyzed. The highest needs identified were: 1) lack of readily available full-time employment (which pays a living wage); and 2) the need for more affordable housing and related costs (i.e. utilities).

Building on this research, TEAM staff was asked in March 2014 to define community (and client) needs from their perspective, and to consider solutions to those needs. The presentation immediately below collates information from both processes with data on TEAM programming. The results of the survey follow in an Info-graphic. Staff is currently conducting strategic planning that will result in determining which recommendations are considered for implement within existing resources, and which recommendations require further examination, discussion with community partners, and/or additional resources.

EMPLOYMENT:
- Professionals (62%) said employment is an issue; clients (24%) agreed; both felt full-time employment is too hard to find.
- Staff saw the need for several service enhancements: 1) Free resume/interviewing coaching assistance; 2) job preparation training (specifically in trades); 3) greater access to living wage jobs; 4) regular cycle of job fairs; 5) community job boards; 6) catalog of training programs.
- The Agency currently offers job training and placements for 30 TFA (State welfare-Temporary Family Assistance) clients. A computer kiosk and phone/ fax are made available for job searches at 30 Elizabeth Street. Career Resources/Workplace Inc. operates a CT One Stop Center directly across Elizabeth Street from TEAM offices, a significant resource for agency clients.

EDUCATION
- Professionals (>50%) felt education is an issue; clients disagreed; all felt that college tuition costs are not affordable.
- Staff identified numerous needs: 1) lack of full-day Kindergarten (Shelton); 2) more and affordable after-school programs (as well as summer/sports programs)—and a forum with boards of education to promote after-school programs in schools; 3) free adult classes on internet technology, life skills, credit redemption; 4) self-esteem classes, mobile counseling or mentoring programs available for all youth; 5) easy access to counseling, advocates for special needs children; 6) more information on college scholarships; 7) free classes for parenting, motherhood; 8) changing family expectations in generational poverty households; 9) a local youth center with classes for Teens in pregnancy prevention, work orientation, finances, life skill training; 10) local college satellite center.
- The Agency currently offers: 1) 240 slots of affordable part and full day preschool (mix of Head Start, Day Care, School Readiness); 2) 36 slots of home-based Early Head Start education (for infants and toddlers); 3) Family Resource center (with workshops, resource room, information, referrals, diaper bank).
TEAM, Inc. Community Action Plan 2014

INCOME MANAGEMENT
- Over half of professionals surveyed and 75% of clients agreed that income management is an issue; these issues include a lack of savings/reserve cash or knowledge about budgeting, and a history of debt and bad credit.
  - Staff suggested: 1) a barter bank for children’s clothing and uniform swaps; 2) more knowledge on Dress for Success access; 3) increased awareness of thrift stores; 4) furniture, appliance donation center (engaging scouts, students, youth); and 5) diaper bank drives.
  - The Agency offers: 1) 30 asset development slots (IDA savings program); 2) a free tax filing service (VITA) promoting the EITC; 3) diaper bank; 4) heating assistance grants (for needy households); 5) credit, budgeting workshops for IDA clients; 6) assistance with applications for State aid and subsidized health plans; 7) Toy4Kids holiday donations.

HOUSING
- Clients reported that utility and fuel costs are too costly, and clients and professionals said that mortgage or rent payments are an issue because so often they exceed 50% of household incomes.
  - Staff identified: 1) insufficient affordable housing options and rental subsidies; 2) high utility costs; and 3) transient families reducing child stability. Staff suggested: 4) expanding shelter slots, counseling; 5) develop guide on senior housing options; 6) expand AASCC home share program in region; 7) advocate for affordable housing development; and 8) improving knowledge of resources, rights in evictions.
  - The Agency offers: 1) crisis interventions including eviction prevention service; 2) assistance with searches; 3) applications for State security deposit guarantees.

EMERGENCY SERVICES
- Staff identified: 1) capacity limits in emergency shelters and food banks.
  - The Agency offers some crisis assistance (see housing above) and referrals to shelters, clinics, food banks, furniture banks, and State aid.

NUTRITION
- Clients and professionals cited a lack of sufficient income to purchase food as significant.
  - Staff said that: 1) Food Bank locations, hours, criteria are not clear and nutritional food values are often poor; and recommended 2) healthier, affordable commercial food options (restaurants).
  - The Agency offers: 1) Meals on Wheels, 2) Senior Cafes, 3) child care centers food service and 4) food reimbursements to certified day care homes.

LINKAGES
- Staff suggested: 1) ESL/GED co-location at TEAM sites to improve client access; 2) information about human services and events needs greater access in schools for parents.
  - The Agency provides: 1) Information/referrals to local and State services; and 2) staff serve on local/state planning councils and task forces.

SELF-SUFFICIENCY
- Clients and professionals were split on the issue, but clients did say that a lack of a car and driver’s licenses inhibited their mobility.
Staff cited: 1) more before/after school care, to facilitate working; 2) affordable infant care capacity; 3) weekend, evening public transportation service and branch lines from main routes; 4) increase Valley Transit options; 5) more veterans specific services. Suggestions included: 1) apply for or assist day care homes to expand infant/toddler slots; 2) promote car pools, community vans or bus/train pass donations.

- The Agency offers: 1) application assistance for public aid, 2) homemaking service for seniors, 3) IDA program to purchase cars and build assets, 4) referrals to other agencies.

HEALTH

- Clients cited the cost of healthcare, as did professionals, who added the availability of adult day care and affordable home care as concerns.
- Staff cited: 1) lack of awareness on mental health services and dangers of second hand smoke; 2) senior isolation and lack of adult day care, companionship services; 3) absence of local drug rehab program; 4) absence of basic health classes and support group for single parents.

- The Agency offers: 1) enrollment assistance in ACA or HUSKY; 2) medical rides (seniors); 3) supports/maintains a regional, affordable on-site dental clinic.

OTHER

- Staff suggested that information about local services and events should be advertised in newsletters, and recommended intra-agency staff briefings, community resource guides, and social service fair(s) to distribute resource information cyclically in the community.
Community Needs Assessment 2014

178 Community Members (Clients) and 33 Professionals responded

Professionals worked in fields such as:
Child Care, Education, Finance, Health Care, Human Services, Non-profit, Profit, Social Work, Youth

Ages of Community Members ranged from 17 to 83

#1 Highest Need

Employment
While most Professionals (62%) completely agreed that employment is an issue, only one quarter of Community Members completely agreed that it is a problem for them.

Both populations agreed that employment is a problem because "full time employment is hard to find."

Professionals most commonly reported that housing is an issue because "rent/mortgage payments equal more than 50% of income."

Housing
Community Members most commonly reported that housing is an issue because "utility (gas, electric, oil, etc.) payments are too costly." The second most common response for community members was that "rent/mortgage payments equal more than 50% of their income."

#2 Highest Need

Education
More than half of the Community Members who responded "completely disagreed" that education is an issue for them.

"There is no one reason Community Members and Professionals reported Child and Youth Care as a problem is that "child and youth care programs are not affordable."

"The majority of Community Members "completely disagreed" that Child and Youth Care is an issue for them.

The number one reason Community Members and Professionals reported Child and Youth Care as a problem is that "child and youth care programs are not affordable."

Nutrition
While most Community Members "completely disagreed" that nutrition is a issue for them, the number one reason they reported nutrition is a problem is that "there is not enough income to purchase food." The majority of Professionals agreed with that reason.

"I can go without. My kids cant, so they eat." - Community Member

"Communication [about nutrition] is the major issue here." - Professional

Income/Money Management
More than half of Community Members and over seventy five percent of Professionals agreed or completely agreed that Income/Money Management is an issue.

LACK OF SAVINGS OR RESERVE CASH
BAD CREDIT HISTORY OR HIGH DEBT
LACK OF KNOWLEDGE ABOUT BUDGETING

Although Community Members and Professionals alike don’t consider healthcare a big issue, both agreed that the number one reason for the problem is "health insurance is too costly."

Professionals also think that a "lack of affordable adult daycare or home healthcare options" might contribute to the problem.

Healthcare

While 48% of Professionals "completely agreed" that transportation is an issue in this community, 50% of Community Members "completely disagreed" that it is an issue for them.

Transportation
For Community Members, transportation is a problem because of the "lack of a personal vehicle; can't afford to buy a car," and because they "don't have a driver's license."

This Community Needs Assessment is sponsored by TEAM, Inc., an anti-poverty Community Action Agency.

30 Elizabeth Street
Derby, CT 06418
203-258-3428
www.teaminc.org

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## Appendix E. Linkage

### TEAM Agreements, Partnerships, Collaborations

**B. OPERATIONAL MANAGEMENT**

**ORGANIZATIONAL STRUCTURE**

**B. Formal/Informal Alliances**

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<thead>
<tr>
<th>Contracts and Agreements (not state/federal program or vendor contracts)</th>
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<tbody>
<tr>
<td>C. Scott-Hill Health Center</td>
<td>Belden Dental clinic lease &amp; operation</td>
<td></td>
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<tr>
<td>City of Milford</td>
<td>Space (preschool)</td>
<td></td>
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<tr>
<td>CT Light &amp; Power/Northeast Utilities</td>
<td>Customer matching payments plan assistance</td>
<td></td>
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<tr>
<td>Griffin Hospital</td>
<td>Senior community cafe: outreach service to customers</td>
<td></td>
</tr>
<tr>
<td>Naugatuck Valley Savings &amp; Loan</td>
<td>IDA program accounts</td>
<td></td>
</tr>
<tr>
<td>Parent Child Resource Center</td>
<td>Space, Lease, mental health counseling (children, parents)</td>
<td></td>
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<tr>
<td>Ansonia Public Schools</td>
<td>School Readiness program operation</td>
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<tr>
<td>Derby Public Schools</td>
<td>School Readiness program operation</td>
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<td>Region 18 Public Schools</td>
<td>School Readiness program operation</td>
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<td>Seymour Public Schools</td>
<td>School Readiness program operation</td>
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<td>Shelton Public Schools</td>
<td>School Readiness program operation</td>
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<tr>
<td>Webster Bank</td>
<td>IDA program support, accounts</td>
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<tr>
<td>Operation Fuel</td>
<td>Application Assistance</td>
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<tr>
<th>Memoranda of Understanding</th>
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<tr>
<td>Ansonia Public Schools</td>
<td>Assistance with special needs children</td>
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<tr>
<td>CT Charts a Course</td>
<td>Training (staff)</td>
<td></td>
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<tr>
<td>Derby Public Schools</td>
<td>Space, assistance with special needs children</td>
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<tr>
<td>Derby Senior Center</td>
<td>Senior community cafe site operation</td>
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<tr>
<td>Doyle Senior Center</td>
<td>Senior community cafe site operation</td>
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<tr>
<td>Milford Public Schools</td>
<td>Space, assistance with special needs children</td>
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<tr>
<td>Oxford Public Schools</td>
<td>Assistance with special needs children</td>
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<tr>
<td>Region 18 Public Schools</td>
<td>Space; assistance with special needs children</td>
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<tr>
<td>Seymour Housing Authority</td>
<td>Senior community cafe site operation</td>
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<td>Seymour Public School</td>
<td>Space; assistance with special needs children</td>
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<tr>
<td>Shelton Public Schools</td>
<td>Assistance with special needs children</td>
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### Partnerships

- Adams Supermarket: Fundraising support
- Bank on CT: Program support
- City of Ansonia: Space - Toys 4 Kids
- City of Milford - Human Services Dept.: Fuel assistance applications (on-line)
- CT Association for Human Services: Program Support
- CT Association for Nutrition & Agency Services: Membership
- David Grant Catering: Fiduciary
- Derby Discovery Project: Toys 4 Kids annual set-up
- My Sister's Place: Clothing vouchers
- Parish Nurse program: Training, Safe Kids supplies
- Pitney Bowes: Program support
- Systems of Care (PCRC): Space provision & membership
- Town of Bethany - Human Services Dept.: Fuel assistance applications
- Town of Orange - Community Services Dept.: Fuel assistance applications
- Town of Woodbridge - Human Services Dept.: Fuel assistance applications
- New Haven Home Recovery: Furniture Bank & membership
- Webster Bank: Program support
<table>
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<tr>
<th>Collaborations</th>
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<tr>
<td>Ansonia School Readiness Council</td>
<td>Member</td>
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<tr>
<td>Beacon Falls School Readiness Council</td>
<td>Staff support, member</td>
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<tr>
<td>CT Housing Coalition</td>
<td>Member</td>
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<td>Derby School Readiness Council</td>
<td>Staff support, member</td>
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<td>Milford Kids Count</td>
<td>Member</td>
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<td>Seymour School Readiness Council</td>
<td>Staff support, member</td>
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<tr>
<td>Valley Council of Health and Human Services</td>
<td>Executive committee</td>
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<td>Valley Council Early Childhood Task Force</td>
<td>Member</td>
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<tr>
<td>Valley Council Senior Task Force</td>
<td>Member</td>
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<tr>
<th>Organizational memberships/Appointments</th>
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<tr>
<td>AASCC Inter Agency Council and M Team</td>
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<tr>
<td>Agency on Aging of S.C., CT (AASCC) Advisory Committee</td>
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<tr>
<td>Ansonia Elderly Services Commission</td>
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<tr>
<td>Ansonia Fair Housing Commission</td>
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<tr>
<td>Ansonia Community Action</td>
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<tr>
<td>Ansonia Rotary Club</td>
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<tr>
<td>BH Care (Corporator)</td>
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<td>CT Association for Community Action</td>
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<tr>
<td>CT Care4Kids Advisory Committee</td>
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<tr>
<td>CT Early Childhood Alliance</td>
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<td>CT Family Resource Centers Alliance</td>
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<td>CT Head Start Advisory Council</td>
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<td>CT School Readiness Network</td>
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<td>Derby Shelton Rotary</td>
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<td>Derby Youth Service Bureau</td>
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<tr>
<td>Early Childhood Providers Caucus</td>
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<tr>
<td>Emmet O’Brien Community Representative</td>
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<tr>
<td>Griffin Hospital (corporator)</td>
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<tr>
<td>Julian A. Taylor Scholarship Committee</td>
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<td>Milford Social Services Network</td>
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<td>Mutual Housing of S.C., CT Board of Directors</td>
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<tr>
<td>National Association for the Education of Young Children (NAFYC)</td>
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<td>Valley Boys &amp; Girls Club Board of Directors</td>
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<td>Valley Chamber of Commerce</td>
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<td>Valley Child Care Directors Network</td>
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<td>Valley Community Foundation Board of Directors</td>
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<td>Valley Philanthropic Council</td>
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<td>Valley United Way (Corporator)</td>
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<td>Valley YMCA Board of Directors</td>
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<td>WorkPlace Inc. Board of Directors (WIB)</td>
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<td>Valley Council of Health &amp; Human Services</td>
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Appendix F. 2013-14 ACCOMPLISHMENTS

2013-14 Agency Work Plan Priorities

1. Program Operations
   a. Maintain excellence
      i. High recruitment & performance standards are maintained & staff turnover is lowered.
      ii. CLASS, NAEYC accreditation and grant reviews validate quality
   b. Program policies are approved and implemented in all departments*
   c. Risk management plan development and reviews are completed for 50% programs*

   Results:
   - Program quality is maintained as evidenced by external review (CLASS, NAEYC, DSS, AASCC). A NIQCA peer review was conducted with the agency attaining 3.2 score (exceeding ‘best practice’ norm). Head Start CLASS scores are in 95 percentile nationally.
   - Policy improvements continue.
   - Risk management planning is in process.
   - All programs are fully enrolled; total annual service levels are maintained and exceeded
   - Bank-on-CT and financial workshops are implemented
   - Medical Assistor grants are awarded for Affordable Care Act enrollments; 165 enrolled
   - VITA tax returns (+19%), MIECHVP enrollments, Caregiver clients, IDA purchases are increased
   - An instructional pilot program is implemented in three preschool classrooms to promote executive thinking of preschool children

2. Governance
   a. The Board of Directors maintains a waiting list and approves its training plans
   b. Staff provide the board with regular strategic plan results*
   c. Agency retains new legal counsel
   d. Succession plan timeline is developed

   Results:
   - Four new board members are added. Standing Committees are reduced, strengthened (Finance, Governance, Development) as recommended in CFGNH board trainings. Several Board members attended State and local trainings
   - Board reports contain strategic work plan results and updates.
   - Stanek, Blake, Teodosio and Welsh hired as legal counsel
   - The executive succession plan is implemented upon notice of President/CEO retirement in 2014; an implementation plan timeline is developed and begun.

3. Advocacy
   a. Strategic planning will include development of methods to increase awareness of growing poverty (i.e. social needs, wealth gap), promote civic engagement and influence public policy.

   Results: Planning in this area has not developed any specific action steps, although the sponsorships of commercial films on hunger and wealth inequality are under consideration.
4. Development and fundraising
   a) Annual events and appeals revenues will increase 10%, and work will begin on a plan to grow the endowment fund
   b) New sources of revenue are researched and solicited

Results:
- Annual events, appeals revenues increase about 9%
- New grant resources are secured
  - State Head Start awards $107k for Program operations
  - State bond funds approved for $177k in school improvements
  - CT DSS awards $420k for Region II Eviction Prevention (EFPP)
  - Valley Community Foundation approves multi-year $45,000 Diaper Bank grant
  - K. Matthies Foundation - $20k for meal van
  - Private gift of $8,100 for Diaper Bank
  - OPM awards $44k for IT system, inter-agency collaboration (one time)
  - Access-Health grants $16,000 for health plan enrollment (one time)
  - Valley United Way awards $10,000 Family Resource Center
  - Valley United Way awards $16,000 for Instructional Preschool Pilot program
  - OPM awards $75,000 for meal van purchases

5. Marketing
   a) Agency rebranding will be completed, including an improved website design
   b) Newsletters will double the 2013 output

Results:
- Internal marketing committee conducts SWOT, begins rebranding process
- Successful annual meeting and annual report delivered
- Agency wins third place in regional Charity Makeover contest, new website design

6. Planning
   a) A community needs assessment update will be completed
   b) A strategic planning process that includes staff, board and community input* will be implemented (all plans and updates will receive formal board approval*)
   c) Program logic models will be reviewed and updated

Results:
- A community needs survey is developed, distributed and tabulated; all staff participate in a full-day needs assessment exercise resulting in recommendations for service developments and enhancements (for further study)

7. Human Resources
   a) Job descriptions will be reformatted and content reviewed*
   b) Personnel policies will be reviewed and updated*
   c) Staff becomes compliant with the employee appraisal system*
   d) Salary administration policy is developed*

Results:
- A job description model is selected; descriptions are in process of redevelopment
- Employee Handbook is brought current with practices and amendments
- All employee performance appraisals are brought current
TEAM, Inc. Community Action Plan 2014

- A contractor is hired to develop a compensation study and assist in development of a compensation plan
- A three-year collective bargaining agreement is reached which provides biweekly payroll, health cost savings, and a modest wage increase
- An Employee Assistance Plan (EAP) is developed, purchased and rolled out
- Consolidation of the pension and money purchase plans was approved
- Electronic time system implemented; pay date moved to Friday

8. Facilities and equipment
   a) Bond fund improvements in Ansonia are implemented
   b) Ansonia classroom is moved to ACA building
   c) Shelton classroom is expanded (or an alternative is developed)
   d) A facility improvement plan is created for Derby site, including Green technology
   e) Two meal vans are replaced

Results:
- Ansonia HVAC system is bid, contractor selected, materials ordered; security, IT and playground improvements under negotiation
- Ansonia ACA building lease secured; licensing process underway for August opening
- Shelton classroom at Trinity Lutheran being renovated; City approval for new classroom at Lafayette School under consideration
- Elizabeth Street improvement committee empanelled
- Meal van bid process underway with OPM funding
- Derby classroom moved to Ansonia; FRC moved to Derby
- Renovations completed to 30 Elizabeth to accommodate new rental tenant

9. Finance
   a) Financial policies* are strengthened and audit is timely*
   b) Inventory (detail) is updated*
   c) 2014—15 operating budget is approved by April 30, 2014
      i. Foundation support is acquired to maintain operational levels
      ii. Communication costs are reduced through E-rate approval
      iii. Audit quotes are solicited
      iv. Fee and donation revenue enhancements are developed
      v. 2nd sequestration impact is estimated, response considered

Results:
- Financial policies are improved and adopted; 2013 audit is timely, and validates practices and controls; fiscal year activity results in a surplus before depreciation
- Inventory is updated; grantor information added
- Operating budget is balanced despite sequestration reductions
- State grant and foundation support is increased approx. $160k
- Communication, payroll and audit costs are reduced $28k
- Audit quote is accepted at reduced rate (JH Cohn)
- Fee administration is brought into Finance Office
- Sequestration reduces Head Start, HSI/CBG, Homemaking approx. $90k; steps are taken to ameliorate the impact
- Space rental to PCRC replaces $22k
TEAM, Inc. Community Action Plan 2014

- Workman compensation and health care premiums are reduced $30k
- Cash reserves are invested in Community Foundation, earn $47k
- Other: Bank reconciliations are approved within 10 days after month end closing; Staff given a 2% pay increase (COLA) - $50k cost

10. IT Systems
   a) Obsolete PCs are replaced
   b) The universal client data software platform is upgraded
   c) On-line training and intranet capabilities are developed

Results:
- Old servers are replaced and obsolete PCs upgraded
- Planner implements case management software improvements, trains staff
- Internal IT committee is formed; new policies are adopted; intranet training platform initiated and training on Microsoft Office begun

11. Economic development
   a) Viable economic venture models and strategies are researched
   b) Agency senior and child meal preparation model is examined

Results: n/a

12. Partnerships
   a) Project design for new a Derby-Ansonia senior center are completed, funds solicited
   b) Municipal/nonprofit partnerships are developed to increase affordable housing options
   c) The agency role in improving food security in region is conceptualized and implemented
   d) Opportunities to promote work experience among low-income high school students are facilitated
   e) Collaboration potential with two CAAs (BCO, HRA) will be examined

Results:
- Project design discussions begin on Ansonia-Derby regional municipal senior center
- Agency begins assisting City of Derby and local developer to create subsidized veterans housing in the city
- Staff take leadership roles in Valley Council, Derby Discovery, State Head Start
  - VP Dave Morgan co-chairs Food Security Task Force; resource capacity analysis and mapping begun
  - Senior Council identifies lack of adult day care in Valley; Reilly co-chairs
  - Stroman takes over as Council vice chairman, heads planning committee
- Agency assists Workplace Inc. contractor to link recruitment efforts with Ansonia and Derby YSB coordinators, increasing training enrollments
- Collaboration with BCO, HRA provides IT and collaboration analysis resources

*Items relate to NIQCA Peer Review standards which required improvements (2013 review)