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COMMUNITY ACTION  
PARTNERSHIP OF UTAH PRESENTS

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# Turning Challenges Into Opportunities

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2nd Virtual CAP Conference  
June 24th, 2021 8:30-4:30



**UT**  
**RENT**  
**RELIEF**

# Behind on Rent?

[RentRelief.utah.gov](https://RentRelief.utah.gov)

**Thank you for working  
to end poverty in Utah.  
Now more than ever.**

We're honored to support the Community Action Partnership of Utah as it works to help our neighbors in need move toward a brighter future. Especially now.

**Mutual of America is proud to sponsor  
the 2nd Virtual CAP Conference.**

 **Mutual of America  
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CAP Utah is pleased to announce the use of Attendify to enhance its conference experience. Connect with others, receive real-time announcements and changes, access handouts, and revisit sessions after the conference in one place.

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The image displays the Attendify platform interface. The main view shows a conference schedule for 'EDU Conference 2020' (July 14-16, 2020). The current session is 'Distance Learning Best Practices' (July 14, 10:00am - 11:00am), featuring speakers Ryan Peterson (Head of Programs) and Ashley Jones (Product Manager). The video player shows a man speaking, with a progress bar at 25:67. The interface includes a search bar, a user profile for Joe Williams, and a sidebar with navigation icons. A mobile app view is overlaid on the right, showing the same video player and session details, including a 4.5-star rating and a description: 'We all know that distance learning can be a challenge. Teachers and students working together via the internet will need time and practice to get used to it. And it may feel daunting to include all...'. The mobile view also includes a 'Detach video' option and a 'Rate Now' button.



Bear River Association of Governments  
Community Action Services & Food Bank  
Five County Association of Governments  
Ogden-Weber Community Action Partnership  
Open Doors  
Six County Association of Governments  
Southeastern Utah Association of Local Governments  
Uintah Basin Association of Governments  
Utah Community Action

Dear Conference Attendees:

Welcome to the CAP Utah's 2nd Virtual Conference. We hope this conference provides you with new perspectives and tools to ***Turn Challenges into Opportunities.***

It is hard to believe that it has been a year since the last virtual conference. A year ago agencies were overwhelmed with calls as households navigated the social, economic, and health impacts of COVID 19. It was also a time when many in the nation became more aware of structural racism and acts of violence against persons of color and indigenous populations. Many of us were trying to figure out how to deal with changes to emergency shelters, a tax season that extended to July, and a delayed Census count.

At the same time, it was inspiring to see Community Action Agencies (CAAs) and other valued partners be innovative and collaborative. New partnerships, such as the Utah Homeless Network, emerged. Processes were continually refined and streamlined as CAAs helped to distribute over \$20 million dollars of rental assistance. Food, tax preparation, and Head Start sites transformed to keep customers safe.

I hope as things go "back to normal", agencies will continue to be innovative. I hope agencies will continue to listen deeply to the experiences of all members of their communities and evaluate marginalized voices. Whether we are from CAAs or not, now is a time to increase our commitment to uphold the Promise of Community Action, which is:

***Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.***

Sincerely,

Clint Cottam, MPA  
Executive Director  
Community Action Partnership of Utah

# History of Community Action



*“Our aim is not only to relieve the symptoms of poverty, but to cure it and, above all, to prevent it.”*

- President Lyndon B. Johnson, 1964

In 1964 during his State of the Union Address, President Lyndon B. Johnson declared an “unconditional war on poverty.” The effort centered around different legislation, one being the Economic Opportunity Act of 1964. Community Action Agencies are nonprofit private and public organizations established under the Economic Opportunity Act to fight America’s War on Poverty. Community Action Agencies work to address needs in their communities and provide a range of services such as food and nutrition, job training, education, housing and more. Community Action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live.

## About Community Action Partnership of Utah

Community Action Partnership of Utah (CAP Utah) is the statewide association for Utah's nine Community Action Agencies. The Community Action network envisions an end to poverty in Utah. Our member agencies work toward this vision every day by providing services to low-income families and individuals across the state. Our mission is to lead, strengthen, and support the Community Action network by working with community stakeholders to advocate for vulnerable populations, build thriving communities, and end poverty. We envision a state where residents are self-sufficient and communities are thriving.

## About Region 8 Community Action Partnership

The Region 8 Community Action Association is a membership-driven organization representing Community Action Agencies in Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming. The Region 8 Association serves to provide Community Action Agencies a unified voice for the region and a platform for training and technical assistance. The Region 8 Regional Performance Innovation Consortium (RPIC) has partnered with the National CAP, NASCSP, CAPLAW, and OCS to develop a Coordinated Regional Training and Technical Assistance Plan. The developed plan for Region 8 includes numerous training topics including: CSBG Annual Report, Community Needs Assessments, Strategic Planning Risk Assessment, Tri-partite Board Governance, and increasing the number of certified ROMA Implementers, Trainers and Master Trainers in our Region.

# Conference Schedule

June 24, 2021

## 8:30 am – 9:15 am Welcome and Opening

- Sisifo Taatiti – Utah Department of Workforce Services – State Community Services Office (Housing and Community Development Division)
- Denise Harlow – National Community Action Partnership
- Dr. Lanique Howard – Office of Community Services, Administration for Children and Families, US Department of Health and Human Services

9:15 am - Break

## 9:30am – 10:30am – Session 1

50 Things You Need to Know to be an Effective Advocate

Using Annual Report Data for Equity

Update: Split session-VITA / New My Case Tools from the Utah Courts

10:30 am - Break

## 10:45am – 11:45am – Session 2

Whole Family Case Management

Organizational Standards as a Tool for More Resilient Agencies

Weatherization – Updates from Consolidated Appropriations Act 2021

11:45 am – Lunch Break

## 12:15pm – 1:30pm Keynote Speaker and Awards

**Dr. Gail Christopher: Truth Racial Healing and Transformation: How Communities are Making Change**  
Excellent in Community Action Awards

1:30 pm – Break

## 1:45pm – 2:45pm – Session 3

Elevating Customer Voice – Roundtable Discussion Formerly Homeless Board

\* Hiring and Managing a Contingent Workforce

Managing Data Equity Risk and Reward

2:45 pm – Break

## 3:00pm – 4:00pm – Session 4

Redistricting Creating Fair Districts

\* Uniform Guidance Update

Assertive Engagement for Housing Case Managers

## 4:00pm – 4:15pm - Closing and Drawings

**\*This indicates a session that will not be recorded**

- Some sessions may change. Please use Attendify app to keep updated on any real-time changes.
- Full information on sessions and speakers available on Attendify
- All times are Mountain Daylight Time

**Keynote Speaker**  
**Dr. Gail Christopher**



**Truth Racial Healing and Transformation:  
How Communities are Making Change**

Dr. Gail Christopher is an award-winning social change agent with expertise in the social determinants of health and well-being and in related public policies. She is known for her pioneering work to infuse holistic health and diversity concepts into public sector programs and policy discourse. In her role as the Senior Advisor and Vice President at the W.K. Kellogg Foundation (WKKF), she was the driving force behind the America Healing initiative and the Truth, Racial Healing and Transformation effort. Dr. Christopher also served as Kellogg's Vice President for Program. In 2015 she received the Terrance Keenan Award from Grantmakers in Health. She chairs the Board of the Trust for America's Health. In 2019, Dr. Christopher became the Executive Director of the National Collaborative for Health Equity (NCHE).

She is the visionary for and architect of the WKKF-led Truth Racial Healing and Transformation (TRHT) effort for America. TRHT is an adaptation of the globally recognized Truth and Reconciliation Commission (TRC) model. TRHT evolved from the decade-long WKKF America Healing, racial equity and racial healing initiative, designed and led by Dr. Christopher. Over the last ten years, she has had responsibility for several other areas of foundation programming. These include Food, Health and Well-Being, Leadership, Public Policy, Community Engagement, and place-based funding in New Orleans and New Mexico. In August of 2017, Dr. Christopher left her leadership position with WKKF to launch the Maryland-based Ntianu Center for Healing and Nature and to devote more time to writing and speaking on issues of health, racial healing, and the human capacity for caring. She is currently Chair of the Board of the Trust for America's Health.

***Community Action Partnership of Utah extends a heartfelt thank you to all of the conference speakers & presenters for sharing their expertise with our network.***

## Thursday, June 25<sup>th</sup> Break-out Sessions

Session One  
9:30am - 10:30am

### 50 Things You Need to Know to be an Effective Advocate

For every legislative action, there is a reaction. Learn what works and what doesn't! Get an inside lesson on how to be an effective advocate from David Bradley.

*Presented by David Bradley*

For more than 40 years, David Bradley has been one of Washington's leading advocates on behalf of low-income programs. In 1981, David helped found the National Community Action Foundation (NCAF). As a private non-profit organization funded solely by non-governmental contributions, NCAF represents funding and policy interests of the nation's 1000 Community Action Agencies before Congress and the Executive Branch. David currently acts as NCAF's Chief Executive Officer.

### Using Annual Report Data for Equity

Want to better understand equity and inequity in your communities? Want to learn more about the data you have and how to use it? Then come join us to talk about CSBG Annual Report data analysis and considerations of populations in that analysis.

*Presented by Katy Kujawski and Barbara Mooney*

Katy Kujawski is the Research Director with the National Association for State Community Services Programs (NASCSPP). Katy has over 15 years of experience in the Community Action network. She began her career in Boise, ID at a Community Action Agency as a Homeless Outreach Coordinator and ran the HIV Prevention Programs. She then worked for the State Association where she managed day-to-day activities of the Community Services Block Grant, The Low Income Home Energy Assistance Program, the Weatherization Assistance Program and The Emergency Food Assistance Program contracts in partnership with the State of Idaho. Most recently she now works for NASCSPP where she has been their lead on the development and implementation of a new federal reporting strategy as well as provided training and technical assistance to the CSBG Network on data collection and reporting, non-profit management, program implementation, and operating in a block grant environment to name a few. She holds a bachelor's degree in Political Science with an emphasis in Public Policy from Boise State University as well as industry specific certifications.

Barbara Mooney, who has been involved with the Community Action network since 1986 in many different roles, is Director of the Association of Nationally Certified ROMA Trainers and Implementers (ANCRT) and co-author of Introduction to Results Oriented Management and Accountability. Dr. Mooney provides consultant services to the Community Action Partnership, National Association for State Community Service Programs, and Region 3 RPIC; is Professor Emeritus, Waynesburg University and provides other training and technical assistance. She is contributing author for the Temple University Strengths-based Family Worker Credential Training and assists with development of that program.

### Volunteer Income Tax Assistance (VITA) Program - The Power of Free Tax Preparation

2021 marks the 52 anniversary of the Volunteer Income Tax Assistance (VITA) Program. Learn about the benefits by helping those in your community with the VITA and the Tax Counseling for the Elderly (TCE) Programs, how they were started and where you can learn more about these programs.

*Presented by Leland Smith*

Leland Smith started working for the Internal Revenue Service over 35 years ago in Ogden, UT and has been working in the Stakeholder Partnerships, Education, and Communication (SPEC) Division for over 13 years. The SPEC office oversees the Volunteer Income Tax Assistance (VITA) and Tax Counseling for the Elderly (TCE) Programs where Leland has worked with various partners such as AARP Tax-Aide and United Way of King County in Seattle Washington where he lived for 20 years. Leland is happy to be back in Utah working for SPEC and enjoys meeting with diverse volunteers throughout the state from Logan to St. George as part of the Tax Help Utah Coalition.

Session Two  
10:45am – 11:45am

### Whole Family Case Management

This session will provide an overview of whole family approach including key hallmarks for advancing social and economic mobility for children and the adults in their lives together. Additionally, the presentation will highlight resources to support implementation of this important innovation.

*Presented by Lille Seels*

Lillie has over 15 years of service with the Community Action Network. She currently serves as the Director of Practice Transformation for the

National Community Action Partnership and is a Nationally Certified ROMA Trainer. Prior to joining the Partnership, Lillie worked at a local Community Action Agency where she served as the Deputy Director. In this role, she managed and supported Administrative and Programmatic Operations, including Human Resources, Fiscal, IT, Procurement, Grant Management, Head Start, Early Head Start, and CSBG-Funded Services. Lillie is an avid traveler and enjoys spending time with family.

### Organizational Standards as a Tool for More Resilient Agencies

The CSBG Organizational Standards help to ensure that all Community Action Agencies have appropriate organizational capacity, in critical financial and administrative areas, as well as areas of unique importance to the overall mission of Community Action. The assessment of these standards can be used as a beneficial process to benchmark an agency's progress and strengths, identify T/TA, and build organizational capacity. Join this session to learn more about using the CSBG Organizational Standards as a tool to gain resilience as an agency.

*Presented by Aaron Wicks*

Aaron Wicks began his career in Community Action working at Action for a Better Community, in Rochester NY. He credits his passion for Community Action to his mentor, James H. Norman. In his 15 years at this local CAA, Aaron helped support the agency's strategic plan, community assessment, outcomes reporting, compliance, customer satisfaction, grantwriting, advocacy and other programmatic and organizational needs. Aaron is a Certified Community Action Professional (CCAP) and a Nationally Certified ROMA Trainer. Aaron holds a PhD in political science from the University of Rochester and has worked as an adjunct professor teaching courses in American politics and public administration. Aaron lives in Rochester, NY with his partner, Kelly, and children Dylan and Sydney.

### Weatherization – Updates from Consolidated Appropriations Act 2021

Topics addressed during this session will be:

- Updates on the WAP impacts of the Consolidated Appropriations Act of 2021
- NASCSPP advocacy work
- Changes to the WAP resulting from the new legislation
- SERC and Enhancement and Innovation funding opportunities.

*Presented by Jonathan Ballew and Ian Gray*

Jonathan Ballew has served the Weatherization industry in a variety of roles, including Grantee Monitor, Subgrantee WAP Director, and an independent consultant.



This has offered him a depth of knowledge of all levels of the WAP network and has solidified his commitment to eliminating barriers and supporting WAP stakeholders. Jonathan has a B.A. in Psychology from the University of Montana, QCI certification, and serves on the Boards of Directors for the Building Performance Association and Energy OutWest. When Jonathan is not sleuthing into the facets of Weatherization policy, you can find him chasing his three young boys, wife, and enormous dog through the mountains around Helena, MT.

Ian Gray is the Legislative and Communications Analyst of the National Association for State Community Services Programs (NASCS). He monitors and responds to legislative developments in both WAP and CSBG policy while advocating for NASCS priorities and communicating with association members. Ian holds a B.S. in Public Policy Analysis from the Ohio State University. Prior to working at NASCS, he was involved with antipoverty and environmental issues in both the public and private sectors in Columbus, Ohio.

### Session Three 1:45-2:45

## Elevating Customer Voice – Roundtable Discussion Formerly Homeless Board

Join this session to hear from 3 formerly homeless individuals and families. Learn about their experiences and what parts of the homeless system they think helped them most. Ask questions about how we could do better.

### Facilitated by Stefanie Jones

Stefanie Jones is a graduate of Utah State University and was one of the lucky ones who was able to make Cache Valley her home. She's passionate about rural Utah and helping people experiencing poverty. After working 18 years with homeless programs at Bear River Association of Governments she recently took a job at CAP Utah. She's the past chair of the Balance of State Continuum of Care and a mother of 3 active boys who love fishing and rock hunting.

Joined by Timothy Boone, Katherine Novick

## Hiring and Managing a Contingent Workforce

HR Practices for Hiring Temporary Employees and Best Practices for Staff Reduction. Hiring a contingent workforce requires planning. In this program, you'll learn how to find employees who are interested in temporary work, how to onboard a contingent workforce effectively, why clear policies for the contingent workforce are beneficial and how to handle the departure communication and process.

### Presented by Tammy T. Jelinek, MBA and Barbara Low, SPHR, RODC

Tammy T. Jelinek has over 25 years of experience working in and with nonprofit organizations and for-profit businesses. Tammy Jelinek engages with leadership teams to strategically align their goals to grow, expand, and meet their outcomes.

She is one of our nationally recognized trainers in the areas of Head Start/Early Head Start and Uniform Guidance regulations, parent engagement, employee engagement, organizational development and culture, talent management, leadership, action planning, and client service.

Tammy answers questions and manages content for the My Wipfli Membership Service, adds regulatory expertise to templated policies and procedures, tool kits, and consulting engagements, including enterprise risk assessments and authors two blogs.

Barbara Low is a manager on the organizational performance team with over 25 years of experience in human resources and organizational development. Clients appreciate her genuine interest and investment in their organizations. Barbara understands the dynamics of successful organizations and assists clients in being more effective and efficient.

## Managing Data Equity Risk and Reward

The term "data equity" refers to using an equity lens when considering how data is collected, analyzed, interpreted, and distributed. This workshop explores the risks of failing to use an equity lens and examples of data collection practices that fall short. Attend this conference session to learn how to minimize the risks and maximize the rewards of using an equity lens to collect and use data in your Community Action Agency.

### Presented by Melanie Lockwood Herman, Esq.

Melanie has served as Executive Director of the Nonprofit Risk Management Center since 1996 and has held senior management positions in the nonprofit sector since 1987. Melanie is the principal author of more than 20 books on various risk management topics; Melanie's most recent book was published in Fall 2017: *World-Class Risk Management for Nonprofits*. She is an eleven-Time member of The Non Profit Times "Power and Influence Top 50." In one NPT announcement Melanie was described as "One of the most prolific writers and lecturers on the topic of nonprofit risk," and "the architect of the risk plans of some of the nation's largest nonprofits."

Melanie earned a BA in Urban Affairs from American University (Washington, DC), and a JD from George Mason University School of Law (Arlington, VA). She is a member of the District of Columbia Bar Association and currently serves on three national nonprofit boards (American Foundation for the Blind, Camp Fire, and the National Human Services Assembly).

### Session Four 3:00-4:00

## Redistricting Creating Fair Districts

The workshop on Creating Fair Districts will review: (a) The types of gerrymandering, e.g. cracking, packing. (b) The Voting Rights Act and Supreme Court decisions shaping the playing field (e.g. Evenwel, Rucho, et. al.). (c) Efforts in some states to do redistricting based not on total population, but instead based on the numbers of citizen, or citizens of voting age population (CVAP). (d) Actions that will reduce gerrymandering. (e) The national advocates, such as the League of Women Voters, Common Cause, Southern Poverty Law Center, former California Governor Arnold Schwarzenegger and others. (f) the schedule in your state. (g) discussion about how to proceed.

### Presented by Jim Masters

Jim Masters started his career in social action in 1962 in the civil rights and anti-war movements. In 1966, while a graduate student in applied community development, he went to work for the U.S. Office of Economic Opportunity as a Field Representative. Then he was an appointee of Mayor John Lindsay in the New York City Human Resources Administration and the Community Action Agency. After being un-appointed by Mayor Beame, Jim became a consultant and has worked with and for CAA's and their associations ever since. Jim is:

A member of the CSBG Performance Management Task Force for ROMA Next Gen

A member of the National ROMA Peer to Peer Advisory Committee

The Subject Matter Expert on Redefining Poverty for the OCS project to develop a 21st century Model to End Poverty  
Co-planner for the National Conversation on Poverty and Economic Security  
A board member of Move-the-Mountain and Circles USA.

Author of The History of Community Action for the 25th and 40th and 50th anniversary convention programs.

## Uniform Guidance Update

The Uniform Guidance – a "government-wide framework for grants management" – is an authoritative set of rules and requirements for Federal awards. It plays a large role in grant management and organizational financial control.

The Uniform Guidance was updated in 2020. Come learn about these updates and how they can impact your organization.

*Presented by* **Tammy T. Jelinek, MBA and Barbara Low, SPHR, RODC**

Tammy T. Jelinek has over 25 years of experience working in and with nonprofit organizations and for-profit businesses. Tammy Jelinek engages with leadership teams to strategically align their goals to grow, expand, and meet their outcomes.

She is one of our nationally recognized trainers in the areas of Head Start/Early Head Start and Uniform Guidance regulations, parent engagement, employee engagement, organizational development and culture, talent management, leadership, action planning, and client service.

Tammy answers questions and manages content for the My Wipfli Membership Service, adds regulatory expertise to templated policies and procedures, tool kits, and consulting engagements, including enterprise risk assessments and authors two blogs.

Barbara Low is a manager on the organizational performance team with over 25 years of experience in human resources and organizational development. Clients appreciate her genuine interest and investment in their organizations. Barbara understands the dynamics of successful organizations and assists clients in being more effective and efficient.

## Assertive Engagement for Housing Case Managers

Assertive Engagement is an approach to be used when engagement attempts are heading nowhere fast (if at all), and there is a need to change in order to reduce or resolve harm but inaction on the part of the program participant. The course examines how to more effectively engage people in a pre-contemplative or contemplative stage, and program participants that put up excuses or avoid their worker if change is discussed. Assertive engagement skills are necessary for effective street outreach services and effective shelter services.

*Presented by* **Iain De Jong**

Iain is the President & CEO of OrgCode Consulting Inc. and the author of *The Book on Ending Homelessness*. He is a champion of housing-focused solutions to homelessness, and a positive disruptor to be a catalyst for positive social change.

## **Congratulations 2021 Award Recipients**

### **Community Action Awards**

The Community Action Partnership of Utah Awards recognize individuals and agencies in the network that have demonstrated dedication and leadership in preventing and eradicating poverty over the last year. Each year we gather to celebrate those who are working in their communities to create opportunity, remove barriers, and empower families to be self-sufficient.

Many outstanding individuals were nominated, and we are inspired to see the efforts of so many. Thanks to all those who submitted nominations.



## **Congratulations 2021 Award Recipients**

### **Public Official of the Year**

Nubia Pena, Director for the Utah Division of Multicultural Affairs

### **Catherine Caputo Hoskins Emerging Leader Award**

Sahil Oberoi, Utah Community Action

### **Excellence in Community Action – Individual**

Heather Lester, Utah Community Action

### **Excellence in Community Action – Individual**

Bobbie Snyder, Uintah Basin Association of Governments

### **Excellence in Community Action – Partner of the Year**

Pacific Island Knowledge 2 Action Resources

*“There are no problems we cannot solve together, and very few that we can solve by ourselves.”*  
- President Lyndon B. Johnson

Community Action  
Gets Vaccinated



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