

Capacity Building Initiative Grant Program



Final Report Narrative Questions

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Complete the final report narrative questions below. After completing your narrative questions, save this document on your computer and then submit the document via your Chesapeake Bay Trust Online account. You can access your account using this link https://www.GrantRequest.com/SID_1520.

Overview of Final Report - Capital RC&D received funds that were intended to provide support for **both South Mountain Collaborative Network** goals and for **organization capacity for Capital RC&D**. The **Collaborative** funding was for continued support for South Mountain Collaborative initiatives begun in 2018, these included support for communications capacity of the South Mountain Partnership and its partners and continued efforts to support watershed groups in our region. This segment of the funding request was administered by Capital RC&D on behalf of the Collaborative and supported a communications position and associated costs. The **Organizational** funding supported Capital RC&D's efforts to expand communication between our partners and build our capacity to implement our organizational vision of "bridging conservation communities." The funds enabled us to implement a partner outreach plan that established and strengthened long-term two-way communications between Capital RC&D and our partners. The activities funded for the Collaborative Network and for Capital RC&D organizational development supported a significant amount of collaboration between Capital RC&D and other collaborative network members and provided a significant amount of unplanned productive synergies for all.

PLEASE NOTE: This final report first answers all final report questions related to the Collaborative funding implementation followed by the Organizational capacity implementation. Each section will be labeled according to the targeted entity.

Also, we would like to express Capital RC&D's sincere thanks for this program, not only did the three years of funding enable us to improve both our internal and external communications very significantly but it also brought Capital RC&D into a much stronger relationship with all of the collaborative network members. Some of this is very hard to quantify but what it's meant is that our board of directors are much more engaged and we have far stronger communications between our many partners.

1. Awardee Information

Organization Name: Capital Area Resource Conservation and Development Council, Inc.
Project Leader: Susan Richards
Award Number: 16496
Date: 1/31/20

FINAL REPORT FOR COLLABORATIVE NETWORK FUNDING**2. Project summary**

a. Describe the project and results achieved.

i. For collaborative network projects, provide examples of relevant products developed as a result of your collaborative work and any photos of collaborative events. This section should also include information such as the number of network members who played a key role in the collaborative work and what their specific role(s) entailed.

Funding from this collaborative network capacity building grant paid for a contractor to assist in the following South Mountain Partnership and Speaker's Series activities, newsletters, website updates and press releases which supported both overall partner networking and also support for specific network goals discussed in question 4 below.

Events Assisted by Communications Contractor

The South Mountain Partnership's 8th Annual "Power of the Partnership" Celebration event took place on February 2, 2019 at the new 11/30 Franklin County Visitors Center in Chambersburg and the 9th Annual "Power of the Partnership" Celebration took place on January 31, 2020 at Liberty Mountain Ski Resort in Fairfield, PA. Over 120 registrants attended each event to learn about local innovative conservation and preservation projects, to see who was awarded the 2018 and 2019 South Mountain Mini-Grants for the year, and to learn who won the annual 'Spirit of South Mountain' Award. This annual celebration rotates from county to county throughout the South Mountain region, with local committee representatives and the DCNR Internal Lead assisting SMP staff to plan and implement the event (identify and contact possible presenters, send out event advertising, identify potential event sponsors, coordinate event logistics, etc.).

The South Mountain Partnership Spring Meeting was held on May 3, 2019 at the Penn State Fruit Research & Extension Center in Biglerville, PA. Approximately 60 people were in attendance, representing a wide variety of partner organizations from municipal, county and state governments, nonprofits, academia, local businesses, and others. Presenters included county Conservation Districts and Planning Departments (Watershed Implementation Plans), the Chesapeake Bay Foundation (PA 10 Million Trees Initiative) and the Appalachian Trail Conservancy ("Wild East" initiative). The spring meeting takes place every year, rotating from county to county in the South Mountain region, with local committee member representatives from that county helping SMP staff to plan and implement the event (identify and contact possible presenters, send out event advertising, coordinate event logistics, etc.).

The South Mountain Partnership Fall Meeting was held on September 13, 2019 at Penn National Community in Fayetteville, PA. More than 80 people were in attendance, representing a wide variety of partner organizations from municipal, county and state governments, nonprofits, academia, local businesses, and others. Presenters included PA Department of Community and Economic Development (possible water BMP planning and implementation funding), Chesapeake Conservancy (precision conservation), and Lancaster Clean Water Partners (public-private partnerships). The fall meeting takes place every year, rotating from county to county in the South Mountain region, with local committee member representatives from that county helping SMP staff to plan and implement the event (identify and contact possible presenters, send out event advertising, coordinate event logistics, etc.).

The South Mountain Partnership, in close collaboration with Capital RC&D, worked with its partners to develop a series of water related workshops as part of its 2020 South Mountain Speakers Series. Three events were planned in coordination with partners including the Adams, Cumberland, and Franklin

county Conservation Districts, the Pennsylvania Organization for Waters and Rivers, Dickinson College Alliance for Aquatic Resource Monitoring, and many watershed associations and clean water advocates.

Workshop #1 - Resurrected the highly successful *'Tri-County Watershed Association Meeting'* that had been held annually until 2016 but due to staffing capacity had not been held since. The event was held on December 3, 2019, at Shippensburg University. This event allowed the Partnership to create a relationship with new partners at the Adams, Cumberland and Franklin County Conservation Districts. The Conservation Districts took the lead on this event, supported by Capital RC&D (staff time and supplies), the Center for Land Use and Sustainability at Shippensburg University (event space), the Chesapeake Bay Trust (funding), and the South Mountain Partnership (staff time and supplies). There were approximately 35 attendees from watershed associations in the three counties. The leads did the bulk of the planning and implementation of the event (identify and contact possible presenters, send out event advertising, identify potential event sponsors, coordinate event logistics, etc.). The event focused on connecting the region's watershed organizations to one another and additional partners and resources. The event agenda and outcomes survey are part of the supporting documentation.

Workshop #2 - *Municipalities and Watershed Groups Working Together for Greater Impact* workshop on January 9, 2020 at Dickinson College in Carlisle, PA. The 45 attendees represented many backgrounds: watershed groups, all levels of government, nonprofits, academia, and consulting/engineering firms. Hosted as the second water workshop in service of better connecting municipalities and watershed associations, the overall goal of this event was to catalyze more clean water work between municipalities and clean water groups. Specific case studies from both municipalities and clean water groups demonstrated how more clean water work can be accomplished by better understanding the goals, challenges, requirements, and resources of one another. Speakers included representatives from South Middleton Township (MS4), Borough of Chambersburg (MS4), Conodoguinet Creek Watershed Association and East Pennsboro Township (partnership building), and Mercersburg Area Council for Wellness and Mercersburg Borough (partnership building), and Cumberland and Franklin Counties (Water Implementation Plans). Networking time was intentionally built into the agenda to allow attendees to connect with municipal and/or clean water representatives. This event was co-coordinated by the Adams, Cumberland, and Franklin Conservation Districts, Capital RC&D, Pennsylvania Organization for Water and Rivers, Penn State Extension, Dickinson College Alliance for Aquatic Resource Monitoring South Mountain Partnership, and Cumberland County Planning Department. That workshop was the

Workshop #3 – the Southcentral PA Regional Watershed Group Workshop, to be held on March 27th at the Trees and Trails Environmental Center in Mechanicsburg, PA. Led by the PA Organization for Water and Rivers (POWR) and the PA Environmental Council (PEC), the agenda of this workshop includes sharing resource information, learning techniques to help build capacity, and networking with other groups in the Southcentral Pennsylvania region. Building on the success of the regional meetings held in 2018 and the 2019 conference, this meeting assists POWR and PEC to identify needs and provide organizational capacity and technical resource tools. Invited guests include staff from Penn State Extension, Chesapeake Conservancy, Chesapeake Bay Foundation, PA DEP, PA DCNR, and regional and local environmental organizations with watershed-focused programs and resources.

Newsletters - In addition to the referenced events, the South Mountain Partnership leveraged its 'Around South Mountain' e-Newsletter to reach more than 1,100 subscribers every other month in 2019 and 2020, with an average "open rate" of 30-35%. The communications person created the bulk of the newsletter, with some input by the director, intern, and contributions (especially of events for the

calendar) from partners. Other email communications went out to these same contacts as well to advertise events and opportunities to volunteer with the partnership.

Website - The South Mountain Partnership website was updated multiples times per month by the communications person, director, and intern.

Press Releases - Sixteen press releases were sent out in 2019 and 2020 to announce the various events, call for volunteers and nominations for awards, etc. These were created by the communications person with input from the director.

3. Capacity Building Program Outcomes

- a. **For collaborative network projects only, please complete the Table 1 below:** As a reminder there are two key goals for the Networks:
1. To establish a sustainable network of cross-sector organizations by increasing coordination, collaboration, and communication among network partners advancing clean water and community plans.
 2. To diversify, strengthen, and increase the power of your grassroots movement for sustained community, environmental, and clean water protections.

While not all metrics will be relevant to network efforts currently please provide estimates of as many metrics as you are able to do at this time.

Table 1 for Collaborative Network Projects Only:

Evaluation Metric	#
# of network organization members	50
# of collaborative projects ongoing in the network in which greater than 20% of the network members are participating:	1
# of network member organizations with 1 or more formal partnerships in place with other network member organizations:	Approximately 20
# of organizations that are making decisions of where or how to focus their programmatic work in the context of other network member's work:	16
# of channels of communication within the network (e.g. listservs etc.)	1 formal network-wide; many informal
# of trainings held involving staff from multiple network member organizations:	6
# of meetings in which three or more network members participate:	Over 20
# of organizations serving in a leadership role for the network:	15
# of non-traditionally environmental organizations represented in your network:	7
# of strategies within your network work plan that seek to diversify resident or organization engagement	3 (Programs: Regional meetings/events, Speakers Series, Mini-Grants)
# of non-water focused organizations supporting clean water protections:	12

# of water focused organizations supporting community related challenges:	3
# of community members engaged in collaborative efforts:	50
# of network members who currently find value or satisfaction with network membership:	35

4. Project evaluation and lessons learned

- a. Discuss the project's capacity building goal(s) and evaluation(s). Include how the project measured success to meet the goal(s) and to report the outcome(s) as project deliverables.
 - b. Discuss the greatest successes.
 - c. Discuss the greatest challenges, including the lessons learned, and potential roadblocks to future progress.
- a. Goals and Evaluations –

For participants of the watershed workshops we provided in-person paper format evaluation forms for attendees to fill out and for us to review and consider. We weighed their responses against our initial goals and outcomes for the events (as well as evaluations from the previous year's water workshop) to gauge how successful we were in meeting our goals. On the whole, what we set out to accomplish was met, according to the feedback from these evaluations, and on many levels we improved on how the workshops were organized compared to the previous years workshop. The results from these evaluations will continue to help us plan future events and deliverables that even better meet our goals as well as the needs of our partners.

Having a communications person to assist with drafting communications and handling event logistics allowed the one staff person of the South Mountain Partnership network to implement the *2018-2021 South Mountain Partnership Strategic Action Plan (funded by Year 1 Capacity Building Funding)*. Coupled with the staff's Leadership Coaching, provided by a paralleling Year 3 Capacity Building grant, the network was able to accomplish the following aspects of the Strategic Action Plan:

1. **Goal 1: (*Leadership*) Refine and clarify the roles and composition of the Leadership Committee so that all sectors are represented, and the expertise of the LC members is well utilized.**
 - a. Created a leadership committee job description that includes term limits that have the option to be adjusted or extended, if desired, and communicates the roles and responsibilities of members.
 - b. Conducted a skill gap analysis to make sure there is adequate representation on the LC evenly across all sectors. Follow-up recruitment remains to be done.
 - c. Shift LC meeting schedule to every other month (six meetings/year). The committees (See goal 2.2) would meet in the alternate months.
2. **Strategic Goal 2: (*Engagement*) Refine and clarify the roles of various organizations that participate in the work of the partnership so that SMP can expand its capacity and deepen its engagement with partners.**
 - a. Launched three working subcommittees in January 2019: Communications, Organizational Development, and Program. The communications person and the subcommittees have taken on enough facets of network responsibilities in order to allow staff to facilitate in a much more strategic way the function of this network. As a result, the network has collectively focused its limited resources and time on Water Resources as well (identified in Regional Plan developed in Year 1 of Capacity Building program)

- i. Invited local foundations to participate in the committee structure so that they can be better informed of the work of the partnership, find synergy with SMP and help organizations raise money and manage their funding. This was relatively unsuccessful because most of the individuals and groups to which committee members contacted were not already familiar with the network's work.
 - ii. One representative of each committee sits on the Leadership Committee. This communication between the Leadership Committee and subcommittees continues to be improved by further clarifying the roles and responsibilities document and through continuous conversations and relationship building amongst the subcommittees.
3. **Strategic Goal 3: (*Program*) Improve and expand upon SMP's core services of networking, advocacy, education and granting to optimize these services and increase their value to participating organizations.**
 - a. In December 2018, the network determined the priorities and focus for the next three years by answering the guiding question: *Where would the SMP most like to be most influential in the next three years?* This will be informed by the South Mountain Regional CBI Workplan and the working and advisory committee structure that will be implemented by 9/30/2018. "Water Resources" was chosen as the focus area.
 - b. Use these priorities to give focus to the various programmatic elements. The South Mountain Partnership network's programs were aligned with this focus area.
4. **Strategic Goal 4: (*Communication*) Aggressively communicate about and promote the work of the partnership to increase visibility in the community, generate new relationships and expand the partnership's influence.**
 - a. Determined what assistance is available from ATC's marketing/communication's team to implement the SMP's communications plan. No assistance was provided.
 - b. Through a grant from the Appalachian Trail Conservancy (ATC), a regrant from the Volgenau Foundation, SMP hired an intern to help implement the SMP's communications plan and manage its social media presence. The intern secured a full-time job after graduation and moved after three months. Many of the responsibilities of the intern were turned over to the communications person. Work with the communications person is so valued that we will use the remainder of the ATC funding to continue the communications assistance.
5. **Strategic Goal 5: (*Influence*) Develop relationships with Civic Leaders to learn about interests, priorities, and constraints so that SMP can provide informed recommendations to them.**
 - a. Created a shareable, canned presentation on the partnership that can be given to various audiences, such as councils of government, community organizations, faith-based organizations, sportsman's clubs, etc. It is currently under review by the Communications Subcommittee.
6. **Strategic Goal 6: (*Funding*) Develop a financial structure that reflects the organizational and programmatic direction so that additional capacity can be gained and organizational sustainability is ensured.**
 - a. Determined if SMP can use more of the ATC fundraising team's time to create sponsorship opportunities and apply for additional grant funding. This request was declined.

- b. Improve budget and expense tracking process so that revenue and expenses. Progress is being made but limitations still exist because ATC's deployment of Navision financial tracking software is still taking place.
- c. Note: A new action item was added during the 2019 SMP Planning Retreat. The action item includes creating a formal relationship with The Foundation for Enhancing Communities that will increase efficiencies and credibility of the SMP network.

- b. Successes – Attendance at the South Mountain Partnership Spring, Fall, and “Power of the Partnership” events continues to grow each year, thanks in part to increased frequency and distribution of emails, press releases, online content, and other means of communication sent out by the communications position and partners. Fewer people are showing up the day-of as well, which helps with event planning and knowing how many hand-outs and food to have. This is due in large part to better communication before the events about the need to pre-register.

With the communications position, updates to the South Mountain Partnership website could take place more regularly, keeping the content dynamic to engage more website visitors.

Meetings were convened with conservation districts, water-based nonprofits, and county government staff to discuss water issues and opportunities in the region and plan a series of workshops as part of the South Mountain Speakers Series geared toward watershed associations, municipal governments, and others that were well attended, well evaluated, and well organized. We had a much more diverse turnout of attendees this year, with municipal staff, watershed association volunteers, academics, consulting firms, and others in attendance. This was due to improved outreach to these organizations, more online advertising presence, and continued word of mouth. We built strong relationships both through planning and implementing these events; relationships that we anticipate will continue for years to come.

- c. Challenges and lessons learned – Since the South Mountain Partnership network has just one full time staff person, along with the temporary grant-funded part time communications position, there is a lot of work to do and not many hours in the day to accomplish it all. With many meetings, workshops, conference calls, and other events in the week, it was at times difficult to keep up regular communication between the Director and the communications person, so at times things were not done 100% as quickly or exactly as would be desired. Communicating via email can be cumbersome and misconstrued at times, but it is a necessary tool as well. The communications person learned that more pressing matters were best handled with a phone call, especially if an email went unanswered for a certain period of time, and vice versa.

In addition, the above communication challenges are magnified when coordinating and facilitating workgroups around meetings, workgroups, and events. We worked most as a healthy network after we identified project and event “leads” who were responsible for building-out the series of Water Workshops. Leads would reach out to the larger group when in need or with a question – and support was provided. In a similar way, we worked best as a network after we established working subcommittees with Chairs.

One particular challenge that we encountered around event planning and facilitation was that it was at times a challenge to keep speakers on point and not speak past their allotted time, especially if the conversations they were generating were interesting and beneficial. To rectify this, we created a powerpoint presentation template for speakers so that their presentation remained focused and limited in slide number. We also learned at times to just adjust the

agenda to keep the good conversations going, and at other times jumping in to thank the speaker but end their discussion to be respectful of others' time.

FINAL REPORT FOR ORGANIZATIONAL CAPACITY BUILDING FUNDING

2. Project summary

Describe the project and results achieved.

ii. For individual organization capacity building projects,

please briefly describe the progress that you have made in achieving your individual organization's capacity building goal(s) this year including any challenges that you faced that may have impeded your progress.

Overall the organizational capacity building support enabled Capital RC&D to focus our efforts on improved communication with our many stakeholder organizations. To move this effort forward, Capital RC&D began by developing and improving upon communications tools that would support two goals, first to inform potential and current partners about our programs and activities so that a stronger understanding of Capital RC&D's capabilities/services could be communicated. Second, we wanted to support communications between our stakeholder communities by sharing their stories as well.

To do this we first expanded upon the use of our communications tools by becoming more sophisticated in our use of our Constituent Relationship Management (CRM) system to send organizational newsletters and other communication including press releases and event information, we also expanded the number of groups/partners and stakeholders entered into the CRM. The CRM enabled us to add contacts and organize them by type and interest, we used some grant funds to pay an intern to assist with that effort. We have built up the number of individuals and organizations in our CRM to 583 and broken them into 33 active contact groups and continue to add more contacts as our familiarity with the CRM grows and as our projects and other activities bring new partners to our attention.

Along with expanding the contact information in our CRM we developed and refined two valuable outreach tools, a quarterly e-newsletter and an updateable tri-fold identity brochure that improved upon an older version. Our e-newsletter format was intended to showcase both Capital RC&D project work and partner project work and featured articles about partner activities including: the South Mountain Partnership Speaker Series, the Adams County Historic Barn Survey, The Franklin County Graziers Winter Conference and the Pennsylvania Grazing Lands Coalition. Our spring 2020 issue will include an article about the Lancaster County Conservation District's Environmental Education program.

Our tri-fold identity brochure had originally been developed with funds from our year two capacity building grant. After beginning to use the brochure we updated and changed the format so that the information it contained would be more easily updated over time and photos could be quickly replaced. A Shippensburg University communications intern assisted with much of the reformatting of the brochure as well as supporting data entry for the CRM. The newsletters, brochure and impact 1-pager are attached to the final report. Intern hours were charged both to this grant and were used as match for this grant.

With these two communications pieces and an additional FY 2018 and FY 2019 one-page program impact statement, Capital RC&D staff next turned our attention to meeting with organizations operating in our region to provide them with more information about our organization and programs. At the writing

of our proposal for this funding, we anticipated focusing on visiting with watershed groups as well as our conservation districts, however, as the Collaborative Network activities began to unfold (described in the collaborative report above) we found opportunities to meet with watershed group leadership and conservation district watershed specialists during the planning and implementation of the two watershed group events. Along with opportunities to provide one-on-one introduction to Capital RC&D during planning meetings, our outreach to watershed groups included having an outreach table and providing a short presentation about our organization during both events. Also, in the case of the Tri-County Meeting, Capital RC&D website was used to house all of the materials offered as a program follow-up. Because the watershed group audience was addressed with these meetings, Capital RC&D took the opportunity to target other organizations and gatherings in the region and broaden the geographic area and scope of the organizations we met with.

During the project period Capital RC&D staff visited eight organizations and made plans to visit an additional three. In preparation for these meetings staff identified Capital RC&D projects, programs and impacts that would fit the interests of the organization visited and incorporated those ideas into a group-specific elevator speech. The groups visited included:

- The Conewago Creek Initiative - This gathering, convened by Penn State, includes a collection of conservation district, municipality and NGO organizations and focuses on the Conewago Creek. Staff attended two meetings with differing focus and was able to provide updates about programs that could be used by members of the initiative. The two meetings were attended by a total of 22 different participants.
- Wellspan Health Foundation-Farmers Market Funding Program – The meeting with these philanthropy professionals and representatives of two seasonal farmers markets supported understanding of a potential role for Capital to facilitate and keep track of funding from the foundation. Five attendees.
- South Mountain Partnership Science Summit and follow-up – Capital RC&D staff networked with summit partners about technical resources our organization could provide private landowners. In total 40 individuals from three educational entities plus partners attended.
- Partnership for Better Health Systems Change Summit – Event was intended to support networking among county-level agencies and nonprofits and enabled Capital RC&D staff to meet with various representatives of economic development and social service agencies. Approximately 55 attendees.
- Cumberland County Conservation Collaborative – The communications materials supported outreach to members of over 10 conservation groups operating in the county and beyond. Capital RC&D staff also made the group aware of the Lancaster Clean Water Partnership as a group to model. Approximately 25 in attendance.
- Adams County Conservation District board meeting – Provided an opportunity for significant information exchange and engaged a Capital RC&D board member in presenting. Approximately 12 in attendance.
- Cumberland County Conservation District board meeting – Provided an opportunity for significant information exchange as well as engaging a board member in presenting. Approximately 12 in attendance.
- Lebanon County Conservation District board meeting – Provided an opportunity for significant information exchange. Approximately 15 in attendance.
- Dauphin County Conservation District board meeting – Staff visit rescheduled until February

In addition to these activities, Capital RC&D staff took an active role in supporting the watershed group meetings held by the South Mountain Collaborative, as noted in the collaborative report.

3. Capacity Building Program Outcomes

- b. **For individual organization capacity building projects only, please complete the Marguerite Casey Organizational Assessment Tool and attach it to this report, then complete Table 2 below:**

The Organizational Assessment Tool is attached to the final report materials.

Table 2 for Individual Organization Capacity Building Projects Only:

Evaluation Metric	% Change from previous conditions prior to Capacity Building Support
% change in the size of your organization's annual operating budget	34%
% change in # of revenue streams your organization currently has	0%
% change in average gift size of organization donors	N/A
% change in # of board members engaged in organization decision making	+20-30% - Far greater engagement in committees and meeting attendance.
% change in # of organization staff	0%
% change in # of organization members (if a member organization)	7% - concerted effort was made to add PSU Cooperative Extension staff to our board.
% change in the # of organization programs being evaluated for impact	0%
% change in the # of staff members with increased skill sets	100% - CRM and enhanced proficiency in website use.

4. Project evaluation and lessons learned

- d. Discuss the project's capacity building goal(s) and evaluation(s). Include how the project measured success to meet the goal(s) and to report the outcome(s) as project deliverables.
- e. Discuss the greatest successes.
- f. Discuss the greatest challenges, including the lessons learned, and potential roadblocks to future progress.

d. Capacity Building Goals, Evaluation and Measurement of Success - The collaborative network goals associated with this project included helping to showcase agriculture and forestry as an economic driver by helping Capital RC&D outreach our information products about agriculture and forestry to organizations that can use this to inform their constituents. Building awareness of our many products about agriculture and agroforestry was touted in partner meetings, on our website and in our newsletters. We also learned about the associated activities of the organizations we met with. Currently, Capital RC&D has produced 65 videos and webinars available on our YouTube channel and many are available on our website. A total of 184 people from agencies, NGOs and other groups were present during the events during which we presented our programs and resources.

In addition, the program was intended to support the network goal of improved water quality. Our efforts to support the watershed group workshops certainly supported group capacity and networking.

The Capital RC&D's capacity building goal associated with these funds was to help our organization better "bridge conservation communities" – Capital RC&D's byline - by helping all of our partners as well as other groups within our region, better understand Capital RC&D's and each other's programs

and activities. We did this with information communicated by our newsletters, brochure and presentations. To measure impact we can look at numbers reached by the presentations and newsletters. As mentioned above 184 people were in attendance during Capital RC&D presentations at partner meetings, most of those attendees wore multiple hats including being agency staff, NGO staff, university staff, community group member or landowner. In all cases the host organization discussed their active projects and activities.

Using Capital's CRM enabled us to measure some of the success of the newsletters. Our current distribution is 172 following only four "opt outs." The first newsletter was opened by 21, the second by 50, the third by 54. The fourth, released on January 2 only received 36 opens, however, we feel that is because of the holidays.

The continued focus on improving Capital RC&D's communications activities has led to improved organizational capacity by engaging both partners and potential partners through very direct and planned visits to organizations with shared goals. Attendance, either exact or approximate is recorded with the list of visits. The Capital RC&D brochure and impact statement (included with materials) were provided to attendees and time during the meeting was provided for presentation of a version of the Capital RC&D elevator speech. The impact of these visits will most likely be seen over a longer period of time.

e. Greatest Success - Development of the newsletter and its distribution to the current Capital RC&D board, former board members, partners and funders had a stronger impact on our current board than expected. Our board members have suggested topics for future articles and they expressed eagerness in providing input for both topics and the events page. In addition, a former board member forwarded a copy of the newsletter to the Harrisburg Area Chamber of Commerce resulting in an invitation to speak about Capital RC&D's programs.

Another positive outcome was the impact of devoting resources to developing a newsletter and brochure template that can be easily updated with limited staff time. In the past we have updated an organizational impact statement when we complete our 990 nonprofit tax form because we use the impact statement for both, our brochure can now be updated at that same time with information used in the 990 as well as updated photos.

f. Challenges, lessons learned, potential roadblocks – Getting the word out about Capital RC&D's activities and capacity is only the first step to engaging groups with shared missions in communications and collaboration. In addition, during our outreach visits to various meetings, we recognized that many updates required for our website to be a fully informative resource had not been done. Making sure that all of our outward facing information is updated and complete is a continuing struggle, made more imperative when potential partners visit our website following a meeting visit.

5. Final Project Deliverables

- a. Provide all final products (e.g., fundraising plans, communications plans, governance documents etc.) and any other additional deliverables as outlined in your grant application and modified through any contingencies.

Deliverables and project documents were submitted.