“The level of our success is limited only by our imagination and no act of kindness, however small, is ever wasted.”

Aesop

www.proactioninc.org
The Promise of Community Action

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 are dedicated to helping people help themselves and each other.

Pro Action is a Proud Partner of United Way of the Southern Tier (UWST.) Not only does UWST fund a number of programs that you will read about in this report, but it provides leadership for the Southern Tier Kids On Track initiative, which is instrumental to Pro Action’s community-level work.
Message from the CEO

If I had written this message prior to mid-March of 2020, it would have taken a very different tone. But Covid-19 turned everyone’s world upside down during the months when we prepare this report. It would seem indifferent to the gravity of the situation to casually summarize our prior year accomplishments and hopes for the year ahead.

This crisis has brought many changes to our day-to-day delivery of services, and has proven that our mission to, “Build a community of resilient individuals and families who can meet their basic needs, overcome adversity and prosper,” is more important than ever. We know that we will get through this together because we’ve been building resilience in our communities for nearly 55 years.

I’m incredibly proud of the Pro Action staff. Their dedication to our community’s health and well-being has been demonstrated by their quick adaptation to program changes, all while experiencing many of their own fears and anxieties. Their resourcefulness resulted in new ways to make sure all members of our communities have their basic needs met and are provided with the social and emotional support they need to get through this difficult time. Their compassion and their flexibility have been admirable and, in some cases, even heroic. They are to be recognized and honored for innovating to allow Pro Action to continue offering services during the pandemic. Thank you to our committed staff!

The examples of our program innovations and adaptations are too extensive and detailed to list here without leaving someone out, but please know we are working hard to meet the needs of our communities. Be assured that we are still here to serve and assist today, and we remain strong and prepared to address anticipated growth in community need in the year ahead.

Even in times of uncertainty and tragedy we need to slow down and look for the positive. Personally, I have found that gratitude is healing. Gratitude is about creating a state of emotional well-being and focusing on the good things we have; it is not about pretending everything is OK or ignoring the hard stuff going on around us. It is about reevaluating what is important for us to focus on to stay positive, calm and balanced.

It is times like this that show us we are all in this together. No matter how far away other places or other people might be, we are all interconnected, and we show up for each other. I want to thank the Pro Action family for giving me the courage to show up and stay resilient. And for always reminding me that there are amazing people in this world that are brave, loving, and strong. I have never been more thankful or proud to be a part of this team.

Laura Rossman
Chief Executive Officer

“Gratitude is about creating a state of emotional well-being and focusing on the good things we have; it is not about pretending everything is OK or ignoring the hard stuff going on around us. It is about reevaluating what is important for us to focus on to stay positive, calm and balanced.”
Mission

Pro Action builds a community of resilient individuals and families who can meet their basic needs, overcome adversity and prosper.
Pro Action creates solutions that improve people’s lives, homes, and communities throughout Steuben & Yates Counties in New York State.

**THE LOCAL NEED**

More than **17,000** thousand people live in poverty. Children are disproportionately impacted

**1,466** child care slot shortage for infants and toddlers

**1 in 7** individuals go hungry at some point during the year

11.7% of youth age 16-19 are not in school and not working

**PRO ACTION’S REACH**

*Service numbers reflect the period October 1, 2018 through September 30, 2019*

**13,986** individuals served by our programs in 2019

**Programs** 21  **Sites** 25  **Partners** 176

**INDIVIDUALS WHO BENEFITED FROM PRO ACTION**

3% Black or African American

11% of another non-white race or unreported race

3% Multi-racial

1% Other

82% white

2.5% of all customers identify as Hispanic or Latino

**PRO ACTION PROVIDED SERVICES**

- **3,219** low-income households
- **7,009** families
- **5,579** children & youth
- **4,426** seniors 55+
- **1,638** people with disabling conditions

**Average Weekly Wages**

- Yates: $690
- Steuben: $1,091
- New York: $1,402

More than 1 in 5 report three or more Adverse Childhood Experiences (ACEs)
In Steuben and Yates Counties, *certain conditions restrict, rather than create, economic opportunity*. These conditions are identified as causes of poverty. They include: (1) shortage of living wage, full time jobs; (2) alcohol/opiate/heroin/painkiller or other drug abuse/addiction (3) available jobs are part-time and/or low wage; (4) limited access to transportation to get to work, and (5) availability of adequate, safe and affordable child care. 

**Pro Action customers earn low incomes despite working.** Of 2,582 individuals 18 years or older receiving Pro Action services, 41% are working. Despite this, 88% of households served by Pro Action programs have incomes below 200% of the Federal Poverty Level. Among families participating in Head Start, 30.6% have all parents working, and 57% have at least one parent working, while 74% are living in poverty or receiving public assistance. At Pro Action, we’re firm believers that people have what it takes to create the future they want for themselves, even in the face of limited opportunities and barriers to advancement. Pro Action programs in the Prosperous Futures domain help pave the path to economic opportunity and support people as they bounce back from adversity. These programs provide guidance and tools for job seekers to find and secure good jobs, while helping them develop skills and supporting their success in the workforce.

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**The Local Need**

Unemployment in our service area is higher than state rates. 1 in 5 survey respondents say, “Caring for children,” or “Lack of transportation,” are reasons for under-employent or unemployment.

Average weekly wages and median household income are lower than state rates in both counties.

11.7% youth age 16-19 are not in school and not working.

17,042 individuals (14.2% of the population) in the service area live in poverty. More than 1 in 4 children under the age of 6 in Steuben County and 1 in 5 children in Yates County live in poverty.

**Our Reach**

514 TANF applicants received case management; 465 gained skills for employment.

518 participants in the Youth Empowerment Program completed training, 360 accessed financial literacy education, 97 searched for a job.

120 people age 55+ enrolled in the Senior Community Service & Employment Program; 45 entered subsidized employment.

9 individuals received assistance through Wheels for Work.

32 adults were matched with an Adult Literacy tutor.

11 people participated in Assets for Independence.

**Our Annual Impact**

211 program participants obtained employment, including:

- 135 TANF Case Management participants
- 53 Youth Empowerment Program participants
- 15 Senior Community Service and Employment Program participants
- 8 Wheels for work participants

3 AFI participants purchased a home and 3 pursued post-secondary education.

15 Adult Literacy tutors provided 1,962 hours of tutoring.
Cris and Amber joined a pilot program offered by Pro Action of Steuben and Yates, Inc’s. Resilient Children and Families Community-Based Services (RCF-CB) for families dealing with addiction whose children had been placed in foster care. The program provided a supervised visitation with Amber’s ten-month old child followed by lunch and then a Parenting with Heart group. Cris and Amber were preparing for reunification and for the first child that Amber and Cris were expecting. Amber was also working on her sobriety, while Cris tried to provide an income for the family. During the 12-week Parenting with Heart group, Cris and Amber were committed participants who connected with peers and shared their stories.

Survivors of significant childhood trauma, the couple strived to make changes to provide a safe, stable, nurturing home environment. Pro Action’s trauma-informed staff were able to provide relevant information on ACEs and resilience. Cris and Amber supported each other, reached out to others in the group, and maintained a positive approach to learning. They had to overcome challenges to complete the group but, with supports from Pro Action, they continued to attend. Amber attended even after having emergency surgery, and Cris came alone when she was hospitalized. They reported learning in all topic areas, and Cris expressed that the Parenting with Heart group “Helped prepare (him) for parenting”, and that he, “Wanted to be a better parent than (his) own to build a great life for their children”.

When Cris and Amber returned to Pro Action with their new baby to apply for HEAP, they shared they now get overnight visits with Amber’s older child, and they use the Pro Action Bath Family Resource Center. They also applied for WIC, and were referred for home visiting through Pro Action's Kids on Track referral process. While at Pro Action, Amber expressed a need for diapers and Pro Action staff rallied to provide them; a Head Start worker even went out and purchased the size they needed. Cris shared they were without a vehicle and was immediately referred to Wheels for Work. He was approved for a vehicle loan and auto insurance assistance. With this assistance, Cris went from spending about $680 per month for taxis and informal rides to work and family appointments to paying $186 per month on a zero-percent interest loan payment for 36 months. In addition, the program provided a $500 down payment on his insurance leading to an affordable monthly payment. Thanks to Wheels for Work, Cris is building credit for the future, and his reliable transportation has positioned him to increase work hours.

Cris and Amber continue to reach out to Pro Action because they have built a trusting relationship with a community partner that they know they can count on to support their family in so many important ways.
Children are more likely than adults to live in poverty in Pro Action’s service area. Child care costs, lack of living wages, costly housing, and other factors put economic opportunity out of reach for many families. At the same time, low educational attainment is becoming a generational problem holding people back from achieving their potential. Programs in the Resilient Children and Families domain use a two-generation approach to set the stage for child and family development. Children’s programs cultivate settings that foster growth and learning, while family programs support families as they set goals, discover and use their personal strengths, and reinforce relationships. Pro Action is rooted in the spirit of hope. Our workers are trained to see the best in everyone and to help them build from their strengths. Pro Action shares responsibility with customers for the goals they decide to work on; everybody has a role to play. An array of services supports families in reaching their goals in learning, earning, parenting, relationships and more.

In addition, Pro Action programs connect participants with a whole network of partners, either directly or through Kids on Track Steuben. These partners include county agencies, funders, other nonprofits, and community groups.

The Local Need

17% of Yates and 18% of Steuben families with children live in poverty. 42% of single mothers of children under age 18 live in poverty.

15-16% of students in Steuben & Yates schools have a disability.

Less than HALF of 3rd graders in the service area are proficient on state ELA exams.

There is a shortage of nearly 1,500 slots of quality, regulated child care to meet estimated demand.

Steuben & Yates have higher rates of indicated reports of child abuse than statewide rates.

Our Reach

528 individuals from 236 households participated in Home and Community Based Two-Generation Services to enhance family well-being and child development.

487 infants, toddlers, and preschoolers participated in Birth To Five Head Start programs to develop school readiness skills.

1,113 children under age 5 participated in community-based activities to develop school readiness skills. 266 children participated in summer reading, and 3,356 free books were distributed.

12 new child care providers became registered, 445 providers attended training, and 489 parents received referrals for child care programs.

Our Annual Impact

443 families increased access to childcare through child care fee assistance, and child care quality improved when 353 trained providers gained knowledge and changed practices after receiving training.

124 parents improved parenting or family functioning skills.

335 Birth To Five Head Start and Kids On Track participants demonstrated on track development and school readiness skills.

Kids on Track Steuben is a cross-sector partnership. In 2019, 474 children enrolled in KOT coordinated services, allowing partners to better connect families with an array of child and family services.
When Heather first started to attend Pro Action’s Jennie Mose Family Resource Center (JMFRC), she was shy and kept to herself. Staff encouraged her to join in group activities but she was hesitant. After staff worked to earn her trust, Heather became comfortable that she was in a safe environment where people saw the best in her and her children. She began to become more engaged in group activities and to share more of her parenting wisdom with staff and other parents. As a parent of children with special needs, Heather had learned a lot from her involvement with Pro Action’s Head Start and Kids On Track home visiting programs, and the schools. She had especially learned the ins and outs of advocating for her children with various institutions.

When Heather approached staff to say that she wanted to start a group for parents of children with special needs, they were thrilled and surprised. After all, it hadn’t been that long ago when she had hesitated to join in, let alone lead, a parent group. Our JMFRC staff supported her in developing this group and adding it to the monthly program calendar. That was more than a year ago, and this group continues to meet.

As staff shared the story of Heather’s growth as a parent leader, state and national partners began to take notice, because parent leadership is a newer focus but a very important outcome of the Family Support & Strengthening work that our Family Resource Centers are funded to provide in communities. Pro Action’s programs are unique throughout the state in having witnessed the successful growth of parent leaders in the dawn of this movement.

Soon, Heather was invited to present at a Senate hearing in Washington D.C. about the role and impact of parent leaders (pictured above). Later in 2019, Heather was asked to serve as the parent co-chair of a New York State Birth-to-Five Conference in Rochester, focused on the importance of parent leaders and parent leadership. She has been trained and co-facilitated both the FLIP IT parenting series and Community Cafes with JMFRC staff. Growing ever more enthusiastic as a community leader, Heather is part of the group that is spear-heading the Be The One Steuben campaign in support of personal and community resilience. This is being done in partnership with Pro Action and its Kids On Track Steuben partnership. As if all of that wasn’t enough to accomplish in the space of one year, Heather also became employed as a substitute Head Start classroom aide, and later accepted a permanent position in that role.

As our Resilient Children and Families Community Based Services team offers more training and leadership development opportunities, Heather continues to be an enthusiastic and committed partner who is always learning and growing. Heather is definitely a quiet but strong force who is focused on the mission to make her community a great place for children to grow up!
By providing basic needs support, Pro Action reduces obstacles on the path to prosperity. Pro Action programs providing basic needs support alleviate the stress of adversity and scarcity, empowering people to advance their goals with the peace of mind that they will be nourished, warm and able to provide for the basic necessities of life.

Even though 41% of individuals over age 18 served by Pro Action work, 88% have incomes below 200% of the poverty level. At the same time, the costs associated with living and working – including child care, transportation, housing and food – are out of reach. Community members surveyed identified, “Access to enough food,” as their greatest need. In addition, the specific segment of respondents over age 65 in Yates County identified access to food as a top need. With respect to housing, 16% of survey respondents told Pro Action that they couldn’t afford needed repairs, and 13% said they couldn’t afford utility bills. Nearly 1 in 4 said that bad credit was preventing them from leasing or purchasing housing. Both food insecurity and inefficient home energy systems are linked with poor health outcomes.

**The Need**

Nearly 13,800 people in the service area are food insecure; 5,360 are children.

Nearly 5% of the population over age 60 receive nutrition assistance from Pro Action.

Of households receiving SNAP, 44.5% have children.

More than 26% of households are cost-burdened, while roughly 26% of housing units have at least one sub-standard condition.

20% of survey respondents said they had to choose between buying food or paying for basic needs (housing, heat, etc.).

**Our Reach**

1,430 WIC participants received supplemental food (1,087 infants / children).

720 customers received 76,141 home delivered meals and an additional 442 seniors received 33,216 meals at congregate sites.

727 people in Yates county received food assistance and more than 4,300 fresh food boxes were delivered.

241 people received SNAP eligibility determinations.

129 customers received Empower or Weatherization services.

361 families received assistance with HEAP applications; 186 received heating or cooling services through HEAP.

**Our Annual Impact**

343 women received prenatal nutrition, health education, breastfeeding support and education to provide ongoing nutritional quality to their family.

8,235 volunteer hours were contributed toward building a community where basic needs are met.

Total volunteer hours donated were valued at just below $97,200.

122 individuals received SNAP benefits.

129 Empower or Weatherization customers preserved safe, affordable housing.

6 Nutrition & Healthy Food campaigns held in Yates.
Hope Center Inspires

Volunteer

The Hope Center Keuka Food Pantry is the main food pantry for Yates County and offers an important foothold for individuals and families seeking to move along the path toward self-reliance. The pantry works to stabilize families in economic crisis and support them as they strive for a better future. This story highlights the many positive ways that the Hope Center Keuka Food Pantry is helping people and changing lives!

Becki is disabled, and had given up on visiting the local food pantry several years ago. The lines were long, hours were limited, and the food provided was pre-selected for the customers. Due to dietary restrictions, Becki was unable to use at least half of the items given to her. Her son had recently moved out of her home which left a financial burden on the family. Her household SNAP benefits were cut to the minimum of $15 for the month, and she found herself living on cheap and unhealthy foods. Becki’s daughter told her that the food pantry had become a program of Pro Action and offered a new, permanent location with expanded hours. Becki decided to visit the Hope Center Keuka Food Pantry and was amazed at how the services had changed. “The difference is night and day,” she states.

Becki credits the staff and volunteers with being exceptionally kind, understanding and helpful. She was especially surprised and pleased that the pantry offered a “client choice” model, allowing her to make her own choices to fully utilize and enjoy the food she receives. While visiting the pantry, Becki was also referred to the mobile pantry which is held once a month in Dundee. The mobile food distribution resembles the food pantry model from years ago which Becki explained caused her to experience anxiety, avoid eye contact, and feel ashamed to be there. After a few short months of attending the mobile distribution Becki felt more comfortable with staff members Connie and Cheryl, and the volunteers. According to Becki, to watch them engage with customers was, “Truly something amazing.”

Soon Becki’s confidence grew, and she herself began volunteering for the mobile pantry every month. Eventually she asked to be a regular volunteer at the Hope Center, too. Becki now volunteers one day per week and loves it!

Two years ago, Becki would not have thought it was possible to be a volunteer, considering her disability. Becki says it is difficult to measure all the positive ways the Keuka Food Pantry has impacted her life. She now strives to help others in the same ways that the pantry has helped her.

For example, Becki is known for offering ideas for how to cook an unusual ingredient, for giving tips on how to eat healthier on a tight budget, and for putting customers at ease when they are in crisis.

Becki is a real inspiration to many, and her dedication to the Hope Center Keuka Food Pantry is so appreciated!
Social and geographic isolation, compounded by poor access to transportation, limits engagement in available health care and human services. This is true particularly for Pro Action’s Yates OFA customers. Large portions of the service area have no urban population (implying social and geographic isolation.) Furthermore, Yates OFA participants link both driving and living alone as factors in their overall ability to live independently and participate in community life, and they rate transportation and food insecurity among their top needs.

Pro Action empowers seniors to thrive after age 55. We’re sensitive to the unique needs of this age group, and have assembled a range of programs to address them. Pro Action’s Thriving Seniors family of programs provide information and services that help people over age 55 live life to the fullest while preserving their safety, health, independence and quality of life. A truly comprehensive resource for residents in this age group, Yates Office for Aging (Yates OFA) provides everything from information and referral to life-saving communications devices to social opportunities to caregiver support and coordination.

The Need

33% of the population in the service area is over the age of 55.

19.5% of residents over age 55 live in poverty.

At least 166 Yates OFA customers are frail and 181 are disabled.

330 customers are over the age of 85.

Yates OFA customers rate transportation and access to food among their top needs.

686 Yates OFA Customers live alone

Our Reach

353 seniors enrolled in Safety & Transportation Services.

204 seniors received emergency pendants to quickly call for help, and 9 received radio tracking devices so they could be located if lost.

140 participants received medical and 113 received non-medical transportation services.

1,698 seniors received information and assistance, including 390 who received unbiased insurance counseling; 9 had their cases accepted for free legal assistance.

632 seniors participated in evidence-based wellness programs.

50 individuals received in-home services, including case management and personal care.

Our Annual Impact

At least 263 individuals maintained safe, independent living as a result of Yates OFA services.

106 caregivers received stress-reducing services including respite and counseling.

516 people completed tax filing through the AARP tax program, and $74,619 was returned in to filers.
Promoting Senior Wellness

Part of Pro Action’s mission is to help people in our community thrive. For eight years, Pro Action has been providing exercise classes for seniors. There have been many success stories over the years.

**Bone Builders Program**

Many participants have been in the class since it first started. They have shared stories about how they have gotten stronger.

- Pat said she was able to take care of more things around her house and not have to depend on her children as much to do simple chores. She can stay in her home where she wants to be.
- Out of 8 people who have had to have knee, hip or shoulder replacement while in the Bone Builders class all have been able to come back to the class after a 6-week recovery period. Their surgeons have also told them they are much stronger to have the surgery since they have been exercising.
- Bone Builders is an osteoporosis prevention program. Many of our class participants have shared their bone density has improved.
- A participant with a debilitating lung disease has attended class 2 days a week for over 6 years. She and her doctor believe the program has been the key to keeping her going. She is certainly one of our greater success stories.

**Tai Chi Program**

This program helps with a variety of conditions. It promotes flexibility, strength, stamina, posture, balance and mind-body techniques. Many participants have shared how the class has made a difference in their lives:

- Many participants say that their balance has improved. They are better able to walk on uneven surfaces and go for longer distances.
- A gentleman in the class had suffered a stroke and he came to the class in a wheelchair. By the end of the 12-week program he was able to do more and was happy about his progress.
- Harriette said her cardiologist has instructed her to keep coming to class because it helped so much with her breathing. It also is a great gentle exercise that helps to keep her stronger.
- Becky has shared that she is convinced she would be in a wheelchair if she did not come to both Tai Chi and Bone Builders.
- All the participants in the Tai Chi classes love to learn a new kind of exercise and have said it sure helps the brain to work better also. They loved to be challenged with new moves and perfecting the routine.

Thanks to these programs, seniors can stay in their homes longer and out of costly long-term care. They are much happier, and this is good for our community!
Staff Service Recognition
Pro Action staff were honored for their years of service. Congratulations and thank you to the following staff for their dedication to Pro Action!

5 Years
Paulette Adams
Nichole Bailey
Theresa Becker
Nicole Brefka
Angel Hoffman
James Kunz
Stephanie Lapp
Elizabeth Morris
Donna Neally
Annabella Ortero
Virginia Paige
Nate Stratton
Victoria Walrath
Gene Wheeler
Stephanie Wheeler
Emily White
Elizabeth Wilson

10 Years
Amy Canfield
Robert Gilbert
Zachary Housworth
Sara Jardin
June O’konsky-Crandall

15 Years
Manita Bowman Keach
Sheila Meese
Stacy Pyer

25 Years
Margaret Lyke

CHAMP
Caring Hearts And Minds of Pro Action, CHAMP provides direct assistance to customers referred from other programs with small grants for unmet needs. Last year, the program helped 119 children (38 families) with Holiday assistance, thanks to partnerships and individual supports. In addition, we helped 66 individuals with other needs throughout the year.

Pro Action staff organize Mom Prom each year to raise money for CHAMP.
Transformative Learning Events
Pro Action organizes transformative learning events in our community to educate about poverty, Adverse Childhood Experiences, resilience, and more. In 2019, 344 people from the private, public, nonprofit and education sectors attended Pro Action learning events and increased their knowledge related to event topics.

Poverty Simulation
Resilience Film Screening
Resilience Symposium

Recycled Rides
Pro Action has identified transportation as a high priority community need. Beyond a lack of public transportation, we know that people in the counties we serve need reliable cars. Pro Action, along with GST BOCES Auto Body and Auto Mechanic programs had the opportunity to partner with the National Auto Body Council for the Recycled Rides program and gift a car to a Pro Action customer in need of reliable transportation for their family. The hard work of the BOCES students and donations from many local businesses and partners provided a great outcome for this deserving family!

Did you know?
Transportation was a top need identified in Pro Action’s 2019 Community Needs Assessment

Chasing the Dream
CEO, Laura Rossman appeared on WSKG’s Chasing the Dream series to talk about ACES, Resilience and Trauma Informed Care. The episode was later screened for a public viewing with a post-screening discussion held in Corning and Laura served as a panelist. The series and the event were made possible with the support of: CPP Schools, Food Bank of the Southern Tier, Corning Incorporated Foundation, ProAction of Steuben and Yates, Inc., United Way of the Southern Tier and WSKG Public TV & Radio.

To learn more about Pro Action’s journey to become a trauma informed organization, visit www.proactioninc.org and navigate to the Resilience 101 page.
Revenues

Federal Funding $9,241,744 (54%)
County Funding $3,617,448 (21%)
State Funding $1,653,022 (9%)
Individual Donations & Fees $362,776 (2%)
Other Funding $2,348,543 (14%)

Expenses

Child & Family Programs $10,339,026 (60%)
Energy Programs $1,341,519 (8%)
Senior Programs $1,963,648 (11%)
Employment & Training $1,019,174 (6%)
Administration $1,118,066 (7%)
Other $1,415,927 (8%)

Economic Impact

$11,562,103
In assets flowing into our community as a result of Pro Action’s work

Employees................................................................. 507
Employee Salaries.................................................. $7,998,236
Senior Employment Salaries................................. $236,207
Youth Employment Salaries................................. $163,180
WIC Coupons Redeemed...................................... $999,953
Paid to Daycare Providers for Subsidized Care........ $2,164,527

*Financial report reflects a period of 1/1/2019 to 12/31/19 while program service and outcome figures reflect a period of 10/1/18 through 9/30/19.
The Vision of Community Action Partnership
A nation that creates opportunities for all people to thrive, builds strong, resilient communities, and ensures a more equitable society.

The Mission of Community Action Partnership
To ensure the causes and conditions of poverty are effectively addressed and to strengthen, promote, represent, and serve the Community Action Network.

The Values of Community Action Partnership
We believe all people should be treated with dignity and respect and recognize that structural race, gender, and other inequities remain barriers that must be addressed.

We believe that this nation has the capacity and moral obligation to ensure that no one is forced to endure the hardships of poverty.

We believe that with hope, adequate resources, and opportunities, everyone can reach their fullest potential, and we are committed to achieving that vision.

We pledge ourselves to creating an environment that pursues innovation and excellence through multi-sector partnership and collaboration.