



ProAction

of Steuben and Yates, Inc.

helping people. changing lives.

Strategic Plan

1/1/2022-12/31/2024 (3 Year)

**Innovation, Excellence,
& Accountability**

Hope & Resilience

**Diversity, Equity,
Inclusivity, & Belonging**

*Our
Values*



ProAction

of Steuben and Yates, Inc.



Adopted January 18, 2022

Pro Action of Steuben and Yates, Inc.
Strategic Plan 1/1/2022 – 12/31/2024

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FOUNDATIONAL ELEMENTS

Mission

Pro Action works to build a community of resilient individuals and families who can meet their basic needs, overcome adversity, and prosper.

Vision

We envision a strong community where all individuals and families prosper.

Values

At Pro Action, our values create a culture of respect, empathy, integrity, diversity, hope and trust. We bring unique value to our communities because of our unwavering commitment to:

- **PEOPLE:** We use a person-centered approach that values the participant and shares responsibility with participants for positive changes in their lives that lead to self-reliance. Associates embody enthusiasm and dedication to the promise and organizational values and goals.
- **PROMISE:**
Outcomes:
Resilient children and families, thriving seniors, prosperous futures, and basic needs stability
Delivery:
Comprehensive, Holistic, Unified
- **PARTNERSHIPS:**
Productive relationships and partnerships for common goals within the community and within the agency.
- **PERFORMANCE:** Trauma Informed service excellence through assessment, planning, implementation, service results and evaluation
- **CULTURE:** Improved community-wide understanding and empathy for people living in the crisis of poverty or subsisting on insufficient incomes.

Hope & Resilience

We believe that with hope, supportive relationships, adequate resources, and opportunities, everyone can build resilience, overcome adversity, and prosper.

Innovation, Excellence, & Accountability

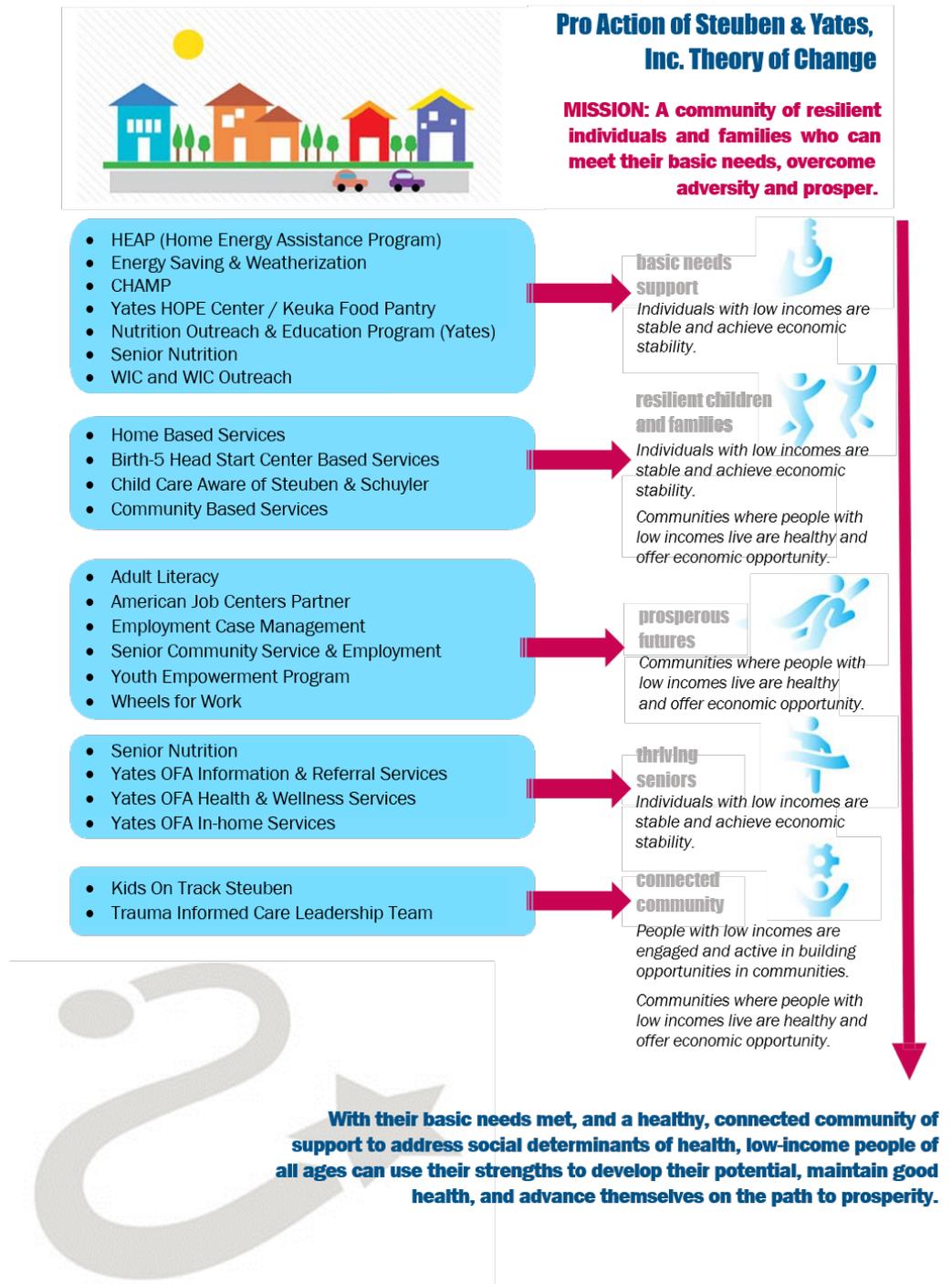
We pledge ourselves to create an environment that pursues innovation, excellence, and accountability.

Diversity, Equity, Inclusivity, & Belonging

We believe the diversity of experiences, ideas, individuals, and organizations in our community makes us stronger. We recognize that structural race, gender, sexual orientation, socioeconomic status, and other inequities remain barriers that must be addressed. To create more just and engaged communities, we must embrace and celebrate diversity, practice inclusion, and exercise our role as a champion of equity.

Theory of Change

The line between causes and conditions of poverty is not especially clear. Poverty is a complex problem which, by definition, is a problem with, “unknowable solutions.” Nonetheless, there is reason to believe that studying the complexity of poverty will produce insight about potential or partial solutions, such as those expressed in the National Community Action goals for families, communities and agencies and the Community Action Theory of Change (Appendix I), Pro Action’s mission and service domains imply the agency’s rationale that certain activities will lead to the achievement of the goals of improved living conditions for low-income people, low income people achieving their potential and becoming more self-sufficient, and community partnerships. The graphic on the following page depicts Pro Action’s rationale for how its activities lead to mission effectiveness, that is, its theory of change.



STRATEGIC PLANNING PROCESS AND METHODOLOGY

Community Needs Assessment 2019 - 2022

The current triennial needs assessment was adopted by the Board of Directors on 8/20/2019. Subsequent revisions of the CNA were developed and approved by the Board on 1/21/2020, and 8/18/2020 (COVID-19 Addendum discussed below). The agency collected input from key stakeholder groups including board, staff, community partners, community leaders and program participants, including people who earn low-incomes.

The CNA Development Committee was comprised of the Resilient Children and Families-Community Based Director, Yates Office for Aging Director (ROMA Implementer), Associate Executive Director (ROMA Implementer), COO (ROMA Trainer) and CEO (ROMA Trainer). Using the NYSCAA Community Survey Tool as guidance, (3) separate survey tools were distributed to the community and customers, partner agencies, and Pro Action staff, volunteers and members of the Board of Directors, Head Start Policy Council, and Yates Office for Aging Advisory Council.

(649) surveys were collected and analyzed, including (269) from income eligible agency customers. In addition to collecting demographic data, the surveys were designed to elicit respondent perceptions about the causes and conditions of poverty and were asked to uncover the top (5) perceived causes of poverty, the top (5) perceived needs of people in poverty, and the top (5) perceived services needed by people in poverty. A subset of response data was also examined specifically for Yates County respondents, aged 55 and over.

Using the information gleaned from the community surveys, a series of (10) focus group sessions were conducted to generate deeper insight on specific topic areas with key community stakeholder groups. Each focus group discussion was guided by a standard series of questions. Approximately (167) persons of low income and (53) community members participated in the targeted focus group discussions; the results and themes of the conversation were then summarized and included within the matrix analysis.

Using a combination of quantitative and qualitative methods to analyze data from a variety of sources a Matrix of Perceived and Observed Conditions was developed to further analyze trends and identify key findings and needs. The matrix examined conditions and perceptions within the Pro Action catchment area across several key domains in areas of Education, Employment, Income and Poverty, Health, Nutrition and Mental Health and Substance Abuse, and Social Services.

The results of this assessment and analysis (as outlined on pages 8 – 13 of the 2019 - 2022 CNA) were then further incorporated into the Strategic Priorities and Plan and Objectives within this document, as well as the Strategic Plan Evaluation Tool that is used on an ongoing basis to implement the objectives contained within.

After an exhaustive assessment of available data, three key findings were identified about the causes and conditions of poverty in the service area. These include:

Finding 1: In Steuben and Yates County, certain conditions restrict, rather than create, economic opportunity. These conditions are identified as causes of poverty.

1. Shortage of living wage, full time jobs (structural)
2. Alcohol/opiate/heroin/painkiller or other drug abuse/addiction (personal)
3. Available jobs are part-time and/or low wage (structural)
4. Limited access to transportation to get to work (structural)
5. Availability of adequate, safe and affordable child care (structural)

Finding 2: Low-income people in the service area face barriers to becoming stable and achieving economic security. Top needs identified include:

1. Access to enough food
2. Safe, affordable housing
3. Transportation
4. Child care
5. Mental health services

Finding 3: Community health is a high need in the service area. Concerning social conditions identified in this report fall into the category of social determinants of health, meaning they are known “Drivers of medical utilization, cost and health outcomes.” Observable health data support [this link](#).

The full CNA report is available online at [Pro Action of Steuben and Yates, Inc. Community Needs Assessment 2019 - 2022](#).

COVID – 19 Community Needs Assessment Addendum 2020

In addition, Pro Action of Steuben and Yates, Inc. created an addendum to the Community Needs Assessment in response to the COVID-19 global pandemic. This addendum continued to evaluate the known causes and conditions of poverty in light of the COVID-19 global health pandemic and represents the initial effort to capture some of the emerging needs in the community as well as to forecast how those needs may evolve over time.

This analysis demonstrated that Pro Action’s efforts should be focused on the increased need and demand for child care, addressing food insecurity and other basic needs supports, improving access to technology, and supporting stable housing environments while providing services using a Trauma Informed approach. The analysis further demonstrated a focus on agency capacity building to prevent, prepare and respond to the pandemic by assessing traditional and virtual program delivery methods and adapting as needed, assuring staff and customer safety measures are in place, and continuing to invest in technology that supports and enhances staff mobility and productivity.

Given the current landscape and uncertainty surrounding the trajectory of the COVID pandemic, Pro Action identified the following key areas on which to focus:

- Child Care – We anticipate an increased need for Child Care for school aged child care due to the hybrid model most of our area school districts are reopening with.
- Food Insecurity – We anticipate that supplemental food resources will remain a need in the coming months. In addition, persons who lack transportation, or who are at high risk from complications from COVID, may not feel comfortable accessing food resources in the community.
- Access to Technology – We note above that services are increasingly remote and virtual. Remaining connected virtually can be challenging for low income families that are lacking equipment and access to high speed internet service.
- Basic Need Supports – In addition to food we anticipate the continued demand for basic needs support to families (hygiene, cleaning supplies, diapers, etc.).

- Rent/Mortgage/Utility Assistance – Delays in unemployment benefits meant that many low-income households were unable to pay rent and/or utilities. Furthermore, long term shutdown of local businesses results in a lack of revenue. Re-opening guidelines that call for decreasing capacity to maintain social distancing will result in reduced revenue when businesses do reopen. Both factors strongly suggest that some smaller businesses will not re-open and others will reduce staffing. With the moratorium on evictions set to expire in August, we anticipate that a need for back rent/utility assistance to prevent homelessness.
- Trauma Informed Care – We anticipate that the community will need to embrace a trauma informed approach to responding to conditions caused by the pandemic.
- Agency Capacity Building – the pandemic means that all service providers will need to reassess service delivery methods and create spaces that allow for social distancing, as well as services that are effective and flexible. Specific needs within Pro Action include staff training, revisions to common areas to increase social distancing, increased use of technology and telework as a means of maintaining wellbeing of staff and customers, introduction of new building cleaning practices, sanitation stations, etc. to operate a safe clean building.

The full COVID – 19 CNA Addendum report is available online at: [Pro Action of Steuben and Yates, Inc. COVID-19 Community Needs Assessment Addendum 8/18/2020](#)

Strategic Plan Development and Methodology 2022 - 2024

The Strategic Plan development process began in early 2021, using the 2019 – 2022 Community Needs Assessment, COVID – 19 CNA Addendum (2020), Customer Satisfaction Survey Data (collected on an ongoing basis), Stakeholder Survey results (board members and community partners) and employee satisfaction survey data. Using these data sources, each department was tasked with creating a department wide SCOT Analysis (strengths, challenges, opportunities, and threats), that was later analyzed by agency leadership to create a comprehensive agency wide SCOT Analysis ([Appendix IV](#)).

The agency wide SCOT Analysis was then made available for review, and in August 2021 approximately **36 staff and board members attended an all-day retreat** using the compiled SCOT as a tool to inform an interactive brainstorming process facilitated by ROMA Master Trainer and NYSCAA CEO, Jacqueline Orr. A series of breakout and full group discussions examined common themes, reviewed existing customer needs and available programs and services, while brainstorming potential solutions resulting in an insightful strategic framework based on the ROMA Theory of Change ([Appendix I](#)) used to **inform and create broad goals, objectives and strategies in the Agency, Community and Family goal areas.**

With this analysis as a backdrop, the executive team affirmed the agency’s **business model** as:

Pro Action of Steuben & Yates, Inc. operates a broad array of support services that improve living conditions and support the ultimate self-sufficiency of children, families, low-income people and seniors in the Southern Tier and Finger Lakes regions of New York. It also leads and participates in partnerships with complementary goals. Pro Action services are sustained **primarily** through *government contracts*, with **additional revenue** coming from *private grants, fee-based services* and an *annual fundraising event*.

Further sessions held with various agency leaders refined the objectives, strategies and performance targets to finalize the plan and prepare it for active use in agency operations.

Community Needs Assessment Summary

Full report available at www.proactioninc.org

To develop this report, Pro Action collected 649 surveys, 41.4% of which came from customers and other persons with low income. In addition, we held 10 focus groups attended by 220 individuals, 76.9% of whom were persons with low income.



Community Needs Assessment Summary, Continued

Finding 3: Community health is a high need in the service area. Concerning social conditions identified in this report fall into the category of social determinants of health, meaning they are known “Drivers of medical utilization, cost and health outcomes.” Conditions occurring at rates worse than state levels, or that are constraining opportunity, are highlighted below.



Concerning Conditions In The Service Area

INCOME & EMPLOYMENT

Unemployment
Youth Not In School & Not Working
Insufficient Average Weekly Wages
Low Median Household Income
High Poverty
High Child Poverty
High Food Insecurity
Low Educational Attainment
Low Incomes Despite Employment
Skills Gap

HEALTH, MENTAL HEALTH & SUBSTANCE MISUSE

Access to Primary Care, Dental Health, and Mental Health Providers
Prevalence of Diabetes
Prevalence of Heart Disease (Steuben)
High Rates of Disability
High Rates of Depression among Medicare Population
High Admissions to Chemical Dependency Treatment
High Opioid Overdose Emergency Dept Visits (Yates)
High Overdose Deaths (Steuben)
High Alcohol Related Motor Vehicle Deaths
High Adult Binge Drinking (Steuben)
High Rates of Smoking

FAMILY & COMMUNITY ENVIRONMENTS

Prevalence of Adverse Childhood Experiences
High rates of Children in Indicated Reports of Abuse / Neglect
High rates of Children in Foster Care
High Cost of Suitable Transportation
High Cost of Suitable Child Care
High Cost of Health Care
High Cost of Housing
Limited Capacity of Assistance Programs: *Food, Housing, Personal Care, Child Care*
Staffing Shortage: *Early Childhood, Personal Care, Mental Health*
Social and Geographic Isolation (particularly among those over age 65)
Substandard Housing
Growing Experience of Homelessness

Statement of Needs

FAMILY

Individuals and families need ENOUGH NUTRITIOUS FOOD.
Individuals and families need SAFE, AFFORDABLE HOUSING.
Individuals and families need TRANSPORTATION.
Families need QUALITY, AFFORDABLE CHILD CARE.
Individuals and families need MENTAL HEALTH and SUBSTANCE ABUSE SERVICES
Individuals and families need SERVICES TO ADDRESS SOCIAL DETERMINANT OF HEALTH.

COMMUNITY

Our community needs LIVING WAGE, FULL-TIME JOBS.
Our community needs TRANSPORTATION OPTIONS.
Our community needs more SAFE, AFFORDABLE HOUSING.
Our community needs PARTNERSHIPS to address SOCIAL DETERMINANTS OF HEALTH.
Our community needs MORE ACCESSIBLE, AFFORDABLE, QUALITY CHILD CARE OPTIONS.

AGENCY

Our Agency needs to participate with the DELIVERY SYSTEM REFORM INCENTIVE PAYMENT PROGRAM (DSRIP).
Our Agency staff need further training on TRAUMA RESPONSIVENESS and MENTAL HEALTH FIRST AID.
Our Agency needs to engage the community in understanding the effects of ADVERSE CHILDHOOD EXPERIENCES
Our agency needs to ensure that CUSTOMERS ARE CONNECTED TO NECESSARY SERVICES

Social Determinants of Health

The Centers for Disease Control makes the following statement about Social Determinants of Health on its website:

“Conditions in the places where people live, learn, work, and play affect a wide range of health risks and outcomes. These conditions are known as social determinants of health (SDOH). We know that poverty limits access to healthy foods and safe neighborhoods and that more education is a predictor of better health. We also know that differences in health are striking in communities with poor SDOH such as unstable housing, low income, unsafe neighborhoods, or substandard education. By applying what we know about SDOH, we can not only improve individual and population health but also advance health equity.”

STRATEGIC PRIORITIES AND PLAN

Pro Action leaders have decided to use the strategic plan as an opportunity to learn about and respond to the environment in which the agency works. Accordingly, the plan highlights the agency's vision and direction to expand upon, add to, augment or optimize its current programming, community partnerships and capacity building work. Therefore, the objectives and strategies defined in the following sections of the plan do not specify the everyday program operations overseen by the agency. The Pro Action Community Action Plan contains details about service-level assessment, planning, implementation and achievement of results. ([Appendix V.](#))

OBJECTIVES AND STRATEGIES IN THE AGENCY GOAL AREA

Objective 1: Pro Action of Steuben and Yates, Inc. will increase revenue by 5% over 5 years.

Metrics: Revenue growth of 5% over 5 years

- Find E-fundraising software to fundraise virtually
- Continuously search for funding opportunities to develop, expand or add new services based on CNA
- Re-create income generating division that would assist other CBOs in strategic planning, community needs assessments, training, and leadership development
- Increase milestone-based contracts

Objective 2: Pro Action of Steuben and Yates, Inc. will significantly improve the effective use of its resources through the integration of program services and improved recruitment and retention strategies.

Metrics: Ambassador program created, increase in staff using Pro Action in introduction, committee minutes, lower number of job descriptions, technology advancements, updated wage scale, creation of Stay interview process, lower turnover rate

- Adopt and master the use of Captain to better serve customers, achieve results, evaluate outcomes, learn and plan for improvement.
 - Institute routines to learn from data
 - Institute use of data in decision making
- Improve the staff and customer experience by utilizing an integrated, cohesive and innovative approach.
 - Breakdown department silos
 - Create and implement a “Department Ambassadors” Program
 - Open Door throughout departments
 - Start with the Collective “We”, All introductions start with Pro Action then program name and position.
 - Utilize a consistent, formalized consent and referral process and central intake process
 - Continue to consolidate program functions utilizing integration through attrition
 - Continue to work with committees to operationalize our values
 - Continue to build on improvements made to existing information technology assets, systems, and platforms to enhance service delivery, staff access and mobility and business continuity planning

- Improve staff recruitment and retention
 - Expand workforce recruitment to attract diverse talent
 - Strengthen agency culture that fosters a sense of belonging
 - Standardize job descriptions and include organizational values
 - Update pay scale after conducting wage study
 - Map career paths
 - Adopt an integrated values focused approach to professional development, assuring cross-training in departments that could integrate service planning and delivery.
 - Create new position for Culture and Workforce Development
 - Implement “Stay” interviews
 - Improve/enhance current exit interview processes
 - Supervisory Training
 - Develop curriculum and clear expectations to ensure supervisors are trained to help staff be successful.
 - Develop process to ensure all staff are familiar with, can electronically access and review all agency policy and procedures annually
 - Annual mandatory training on agency policies and procedures.

Objective 3: Pro Action of Steuben and Yates, Inc will improve the effectiveness of agency communications including tools and branding.

Metrics: Increased “likes”, shares and comments on social media, improved satisfaction on internal communications, number of program outreach items analyzed and modified, increased visibility of agency values, increased program utilization rates, increased community donations

- Internal
 - Determine root cause of internal communication breakdowns
 - Communicate more regularly on agency strategic direction and values
 - Consistent branding throughout agency with Pro Action logo (forms, signage, stationary, email signatures, etc.)
 - Standardize staff introduction of their role and create agency wide elevator speech.
 - Use communication tools to reach off-site locations
 - Share and communicate values and behaviors across programs
- External
 - Use social media to tell our story more intentionally (Social Media Plan)
 - Examine all program outreach to ensure it does not perpetuate shaming
 - Communicate our values to the community

OBJECTIVES AND STRATEGIES IN THE COMMUNITY GOAL AREA (ROMA GOALS 2, 3)

Objective 1: Pro Action of Steuben and Yates, Inc. will work together with community partners, customers with lived experience and private business to improve the living conditions of individuals and families with low incomes.

Metrics: Growth in partner commitment to goals, frequency of work group participation, inter-organization standardization of service practices, standards & tools, and in-partnership referrals; diversification of work group composition

- Lead and advance the implementation of Steuben Kids On Track initiative
 - Convene Community of Practice -- made up of partners from government, education, early care & learning, human services, healthcare, and families -- to work collectively to advance key strategies of the plan:
 - Developing safe, nurturing environments and positive relationships in homes, schools and community settings, which includes:
 - *Building adult capabilities to foster child development and model self-regulation*
 - *Assuring those physical environments are safe and suitable for learning*
 - Providing developmental monitoring and facilitating access to treatment for delays
 - Providing opportunities for children to experience developmental play and learning at home, in schools, and in community-based settings
- Lead and advance Self-Healing Resilient Communities
 - Convene ACEs & Resilience Coalition to include representatives from mental health, domestic violence services, prevention services, education, law enforcement, judicial system, human services and those with lived experience to advance community-wide practices for preventing childhood adversity and trauma, and for responding to their effects.
 - Incorporate input from this coalition and other community stakeholders into the development of long-term, integrated, anti-poverty strategies, including but not limited to social determinants of health such as, transportation, economic stability, and housing.
 - Define mutually reinforcing activities for the partners to work on collectively.
- Support Mental Health and addiction services
 - Create ways to assist with the shortage of services
 - Develop ways to help with the strengths we have
 - Family support curriculums such as Build Your Bounce, Fatherhood Connection and Parenting with Heart include psycho-education components
 - Institute peer support at the employee level
 - Help to remove stigma of mental illness

Objective 2: Pro Action is committed to building community resilience and to champion equity.

Metrics: Updated Pro Action policies, procedures and forms changed to reflect diversity, equity, inclusion and belonging. (HR forms, customer satisfaction, partner surveys, etc.); internal and external committee minutes; number of staff participating in values discussion and training, number of community partners and members attending Pro Action training events.

- Embed agency values in our ways of working that raise the bar in our engagement with customers and community partners.

Objective 3: Pro Action of Steuben and Yates, Inc. will be seen by the community, media, and elected officials as the leading advocate for policies and supporter of initiatives on behalf of individuals and families.

Metrics: Growth in number of educational events on issues, media exposures, actions by PA, and advocacy coalitions with PA representation, stakeholder perception of CA advocacy leadership

- Expand and publicize cross-sector, transformative learning events related to poverty and ACEs.
 - Offer and publicize trainings by poverty and ACEs experts to more participants from the private, education and faith-based sectors
 - Offer and publicize poverty trainings, NEAR Science training, Resilience screenings, and Youth and Adult Mental Health First Aid to more participants from the private, education and faith-based sectors
 - Train NEAR Presenters across sectors
- Participate in advocacy coalitions and other activities that address prioritized causes and conditions of poverty
 - Serve on planning teams that address transportation, housing, early education, health, employment, food security and other social determinants of health.
 - Write op-eds and coordinate publicity on related issues
 - Leverage state association involvement to maximize knowledge about key issues and policy opportunities, and to share that knowledge with policy makers
 - Encourage people with low incomes to become advocates for favorable policies

OBJECTIVES AND STRATEGIES IN THE FAMILY GOAL AREA (ROMA GOALS 1 & 3)

Objective 1: Pro Action programs will contribute to the realization of the ideal of high quality, universally available child care and early education for all. (Note: This addresses social determinants of health in two ways: (1) supporting employment of parents, and (2) supporting school readiness of children for improved effectiveness of later public education they receive.)

Metrics: Increase in use of regulated child care in the service area; increase in number of legally exempt providers receiving premium reimbursement; increase in adult knowledge of child development & coping skills; increase in the number of slots of child care available in the community, in particular for infants, toddlers and school age children

- Continue work to improve quality in all care settings, with a special emphasis on legally exempt care settings
- Provide professional development so that adults in all settings where children spend time develop capabilities to model self-regulation, provide nurturing care and developmental experiences
- Actively recruit and support the business success of a pipeline of child care providers of all types.
- Advocate to OCFS to remove new regulations making it hard to access child care subsidies.
- Advocate for 85% of state median or 300% of poverty income levels for subsidy eligibility.

Objective 2: Pro Action programs will contribute to the realization of the ideal of transportation for all who need it. (Note: Access to transportation is a Social Determinant of Health in the “Neighborhood and Physical Environment” category.)

Metrics: increase in number of vehicles bought or repaired with help from Wheels for Work, number of transit cards sold or distributed, Wheels for Work expanded to additional counties

- Expand and improve the Wheels for Work Program
 - Expand to Yates County
 - Access funding for vehicle loans and license fees
 - Allow more flexibility with vehicle purchases
 - Assist people with obtaining or reobtaining a driver license.

Objective 3: Pro Action programs will contribute to the realization of the ideal of a skilled, prepared workforce (Note: Economic Stability -- through employment and earned income -- is a Social Determinant of Health)

Metrics: Youth Development Center opened, curricula developed, maintained or increased partnerships

- Expand programming to teach soft skills and life skills to youth and adults
 - Open Bath Youth Development Center
 - Assure meaningful cross-program referrals
 - Cross-train direct service workers on soft skill curricula in use throughout agency
 - Provide intensive case management to connect customers with comprehensive wrap-around services
- Forge partnerships to expand opportunities for placements where on-the-job learning can occur
 - Strategically share resources with Workforce NY, Employers and other key partners
 - Advocate for the continuation of public benefits during transitional employment

Objective 4: Pro Action programs will contribute to the realization of the ideal of food security and access to nutritious food options (Note: Food security is a social determinant of health in the “Economic Stability” category)

Metrics: WIC expanded, mobile food pantries increased, referrals to food pantries

- Expand Mobile Food Pantry Services
- Expand WIC in Yates County
- Assure all program staff throughout the agency have information they can easily provide to service recipients on food pantry locations, hours, mobile food pantry opportunities, eligibility for SNAP, 2-1-1, etc.

Objective 5: Pro Action programs will contribute to the realization of the ideal of social, emotional, physical and mental well-being (Note: Social and Community Context, including civic participation, discrimination, social cohesion and support systems, is a social determinant of health.)

Metrics: Number of staff attending training or simulation; adoption of curricula; newly offered MH/SE related services at program sites

- Staff throughout the agency will learn and adopt poverty-informed, trauma-informed, inclusive and responsive approaches to their work with customers and will understand how services address Social Determinants of Health
 - Staff throughout the agency will be trained in Mental Health First Aid, Adverse Childhood Experiences, Protective Factor Framework, NEAR Science, etc.
 - Staff throughout the agency will participate in poverty education
 - Staff throughout the agency will gain an understanding of the social determinants of health and how their work addresses them
- Staff throughout the agency will learn and practice inclusivity during service delivery and will understand how race, gender, sexual orientation, disabilities, and other inequities are barriers to self-reliance to (employment, health care, etc.)
- To the extent practical, programs in applicable departments will use agency-preferred curricula in their service delivery to help adults develop capabilities to model self-regulation, provide nurturing care and promote social and emotional learning and development
 - E.g. Conscious Discipline; Pyramid Model; Your Journey Together
 - Explore existing program gathering spaces for potential to offer mental health services or social-emotional learning opportunities at these sites where people are already gathered for programs
- Programs and departments will to the extent possible address Social Determinants health including economic stability, safe/affordable housing, access to healthy food, quality education, employment, access to health services and community/social support system.
 - Utilize Captain Matrix to accomplish this (assessments)
 - Expand partnership with Yates County Public Health
 - Continue strong partnership with Steuben County Public Health, and S2AY Board of Directors.
 - Work closely with LDSS to advocate for homeless families to receive faster access to child care services.

PROCEDURES TO ASSESS PERFORMANCE TOWARD GOALS

An Evaluation Committee will be formed to assess performance toward the goals defined in this strategic plan. The committee will collect metrics and progress updates from the departments responsible for each objective and will use this information to update the dashboard ([Appendix VI](#)) with status information and progress notes. Using this status information and relevant customer satisfaction data, the committee will recommend modifications to the strategic plan as needed and at least annually. The Evaluation Committee will meet routinely to carry out these responsibilities and to prepare a progress update report and recommendations to present to the Tripartite Board of Directors on an annual basis.

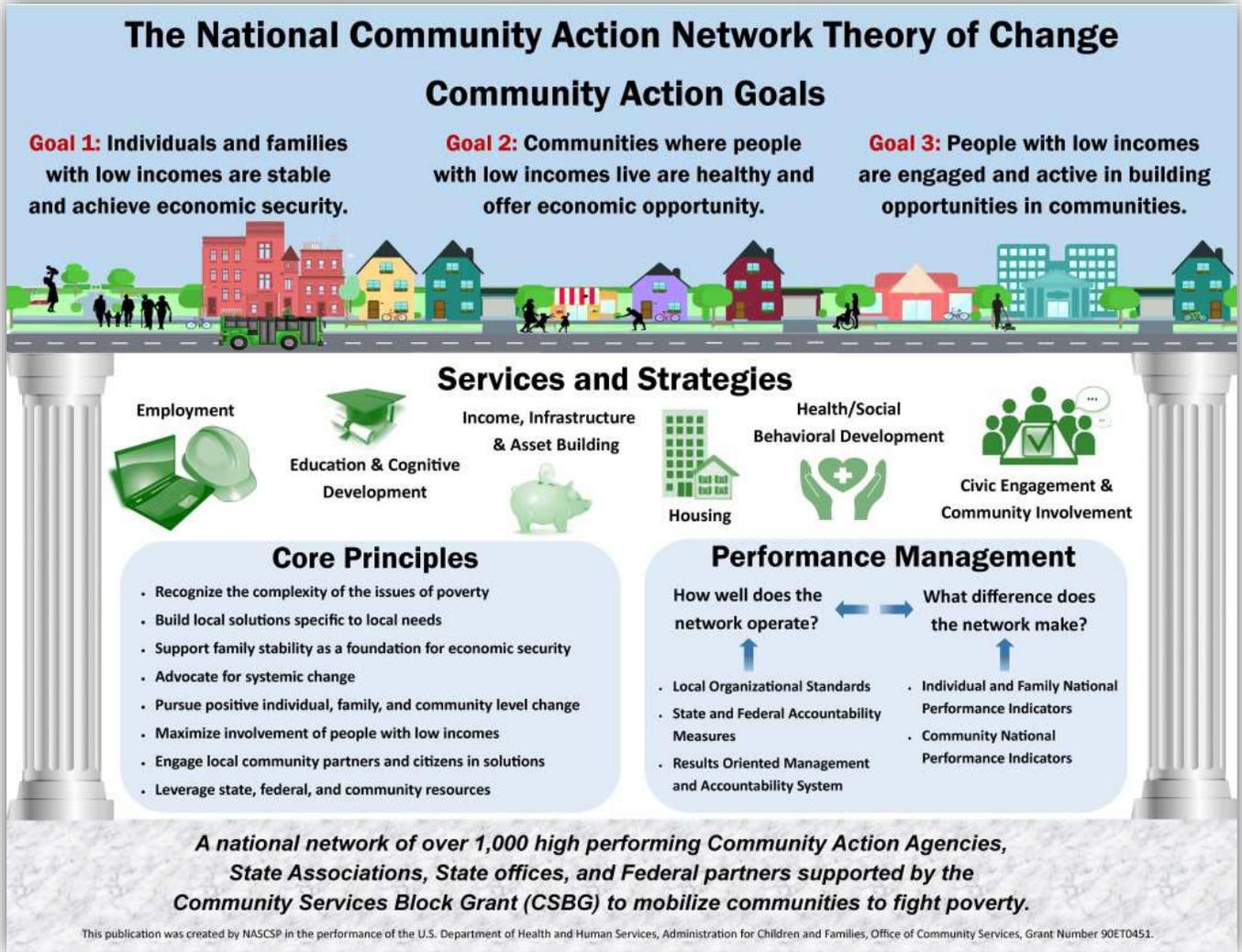
STRATEGIC PLAN PROGRESS UPDATES TO THE TRIPARTITE BOARD OF DIRECTORS

The Evaluation Committee will provide annual strategic plan progress updates to the management team and the Tripartite Board of Directors. At least annually, the goals contained in this plan will be reviewed and modified as needed. Management team and board meeting minutes will serve as documentation of these updates and reviews.

APPENDICES

Appendix I: National Goals and Theory of Change

A new **Theory of Change** was released by the network in 2017 as a graphical representation of the core principles, performance management framework, and services/strategies implemented and led by the Network to achieve the goals of Community Action across the nation.



Appendix II: Stakeholder Sector Distribution

Pro Action Board of Directors

Pro Action Staff

Community Partners

Faith Based Organizations

Education Institutions

Community Leaders

Funders

Elected Officials

Appendix III: Community Needs Assessments

Online and available at the following links:

[Pro Action of Steuben and Yates, Inc. Community Needs Assessment 2019 - 2022](#)

[Pro Action of Steuben and Yates, Inc. COVID-19 Community Needs Assessment Addendum 8/18/2020](#)

Appendix IV: SCOT

Full ten-page document is available upon request.

SCOT/SWOT Analysis - Organization			
Strengths / Challenges (Weaknesses) / Opportunities / Threats			
Internal		External	
Strengths	Challenges (Weaknesses)	Opportunities	Threats
<p>What's strong about your agency, for example: Age of organization, Tenure of staff, Ease of purchase/donation, Financial stability, Location, Reputation</p>	<p>What presents challenges, such as: Cash flow, Short-staffed, Space limitations, Board inefficiency</p> <p>Note: Strengths can also be weaknesses— a long-tenured staff may have a lot of experience, but they may be too set in their ways or have stale ideas.</p>	<p>Opportunities are the thing your organization has no control over but could potentially take advantage of. For example: Grants, partnerships, change in demographics, etc. Try to think outside of the box on these. Your ability to see opportunities coming could be significant.</p>	<p>What external threats exist that could harm your nonprofit? Some examples: the economic downturn, Elimination of funding, policy changes in SNAP, Rising vendor costs, Lack of donations, etc.</p>
<p>Positive reputation as an agency that delivers what they promise.</p> <p>Well-Respected Agency, Programs, Leadership and Staff (creative, innovative, problem-solvers, adaptive, flexible, solution-focused)</p> <p>Staff (experienced, knowledgeable, loyal, committed, passionate, caring, empathetic, nonjudgmental, diverse, well-rounded; flexible/adaptive to pandemic and continue to serve families above and beyond, families and each other treated kindly)</p> <p>Longevity of staff/leadership and deep knowledge/subject matter</p> <p>Strength Based, meet clients/families where they are at</p>	<p>Recruitment of employees especially those with qualifications that are difficult to meet.</p> <p>Retention of employees</p> <p>Wage compression due to consistent minimum wage increases (state and federal funds don't always keep up)</p> <p>Wages are not comparable for similar positions throughout departments</p> <p>Limited opportunities for advancement, job movement, promotion.</p> <p>Timely communication to staff sometimes can be an issue or can be overwhelming and confusing (i.e., newsletter has so much and have to read through it when could be more direct/clear/short email from admin</p>	<p>Analyze technology, program delivery, policy and procedures that were implemented to respond to pandemic for future improvements/enhancements/efficiencies</p> <p>New funding opportunities in response to pandemic recovery</p> <p>Improve partnerships (MH, DSS, Probation, DV, Substance Abuse, CHUNNY)—silver lining of COVID has resulted in more meetings/communication with partner agencies.</p> <p>Embracing equity and anti-racism – being a leader</p> <p>Educate community on N.E.A.R. Science and Mental Health First Aid</p> <p>Stronger partnership with Yates Public Health around ACES</p>	<p>Wage compression due to consistent minimum wage increases (state and federal funds don't always keep up)</p> <p>New Federal administration</p> <p>New York State funding deficit could create slow payments affecting cash flow, reduction of voucher reimbursements</p> <p>Funding cuts due to pandemic recovery</p> <p>Economic downturn/recession</p> <p>Policy changes</p> <p>If poverty rate does not increase, families making minimum wage may no longer qualify for services</p> <p>Lack of qualified workforce</p> <p>Effects of pandemic trauma on</p>

Appendix V: Community Action Plan

Full multi-tab spreadsheet is available upon request.

ATTACHMENT C
COMMUNITY SERVICES BLOCK GRANT
C-1a Needs Assessment

Contractor Pro Action of Steuben and Yates, Inc. **FFY** 2022

Budget Period 10/1/21 to 9/30/22 **Contract #** C1001486

The CSBG statute 42 U.S.C. 9901 et seq., Section 676, (b), (11) and Public Law 105-285 states that "... the State will secure from each eligible entity in the State, as a condition to receipt of funding by the entity through a community services block grant made under this subtitle for a program, a community action plan (which shall be submitted to the Secretary, at the request of the Secretary, with the State plan) that includes a community-needs assessment for the community served, which may be coordinated with community-needs assessments conducted for other programs;"

In compliance with the above, please provide the information below:

1. Date of most recent needs assessment: 8/20/2019

2. Describe the process used to conduct the assessment, including the involvement of low-income persons, the community served, agency staff members and the board of directors. If the community needs assessment process was conducted in collaboration with other community partners, fully identify those partners and their roles.

In February 2019, the CNA Development Committee comprised of the RCF Director, Yates OFA Director (ROMA Implementer), Associate Executive Director (ROMA Implementer), COO (ROMA Trainer Intern/Candidate) and CEO (ROMA Trainer) drafted three (3) survey tools for distribution to the community and customers, partner agencies, and Pro Action staff, volunteers and members of the Board of Directors, Head Start Policy Council, and Yates Office for Aging Advisory Council.

Survey tools were distributed in a variety of ways to encourage the maximum feasible participation of persons and families of low income, partner agencies providing community, home and education-based services, elected officials, faith-based organizations, private sector representatives, and the community at large. Further, survey input was sought from specific policy making, governance and advisory groups, including the Pro Action Board of Directors, the Head Start Policy Council, and the Yates Office for Aging Advisory Council. In addition to collecting demographic data, the surveys were designed to elicit respondent perceptions about the causes and conditions of poverty and were asked to uncover the top (5) perceived causes of poverty, the top (5) perceived needs of people in poverty, and the top (5) perceived services needed by people in poverty.

With the information gleaned from the community surveys, a series of (10) focus group sessions were conducted in May and June 2019 to generate deeper insight on specific topic areas with key community stakeholder groups. Each focus group discussion was guided by a standard series of questions.

Using a combination of quantitative and qualitative methods to analyze data from a variety of sources, the Matrix of Perceived and Observed Conditions was developed to further analyze trends and identify key findings and needs. The matrix examined conditions and perceptions within the Pro Action catchment area across several key domains in areas of Education, Employment, Income and Poverty, Health, Nutrition and Mental Health and Substance Abuse, and Social Services.

With the various analyses and specific data points organized within the Matrix, Key Findings and Community Needs were articulated, and used to develop the annual CSBG Work Plan and the agency Strategic Plan. The CSBG Work Plan is developed by the Management Team (comprised of Department Directors/Managers and Administration) using needs identified through the CNA process, with consideration for ongoing program evaluation of milestone and target outcome performance.

Use of Results Oriented Management and Accountability (ROMA) is well documented through assessment and planning phases of the Community Needs Assessment. Priorities identified in the Key Findings section of this report are correlated to and organized by Family, Community, and Agency levels. Pro Action has a long history and practice of ROMA implementation in program delivery, achievement of results, and evaluation.

New York State Department of State Division of Community Services CSBG Contract

Appendix VI: Performance Milestone Tracker

A copy of this multi-tab spreadsheet is available upon request.

Strategic Plan Objective 1	Strategic Plan Page: <u>6</u>	Domain: <u>Agency</u>
Pro Action of Steuben and Yates, Inc. will increase revenue by 5% over 5 years.		
Strategy 1d: Increase contributed revenue.		
Actions/Tasks	Progress	
Example #1	Progress Report #1	
Example #2	Progress Report #2	
Results/Narrative:		