



# Cayuga/Seneca

Community Action Agency, Inc.

**2012 - 2016**

**STRATEGIC PLAN**

**Updated April 2016**

**PEOPLE  
HELPING  
PEOPLE**



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## **1) OVERVIEW OF THE STRATEGIC PLANNING PROCESS**

### **1a) Purpose**

The purpose of the Strategic Plan is to assist the Agency in establishing priorities and to better serve the needs of the community. This Strategic Plan is flexible and practical and serves as a guide to implementing programs, evaluating the success of these programs, and making adjustments when necessary.

This Strategic Plan reflects the thoughts, feelings, ideas, and goals of the Agency's stakeholders and integrates them with the Agency's mission, vision, and core values. The development of the plan required much probing, discussion, and examination of the views of the Agency's leaders, customers, community partners, and other stakeholders.

This document represents the history and culmination of the strategic planning process. More important, however, will be the implementation of the plan over the coming four years. Implementation will include refining specific annual goals for each department and tracking their progress throughout the year until they are either completed or are deemed not relevant as the organization's needs change or external situations shift.

This plan provides a clear approach for the Agency to take in the coming years to help expand and enhance services to the low-income residents of Cayuga County and Seneca County in Central New York State.

### **1b) Process**

The planning process began in Spring of 2010 and continued until Winter of 2012. Since February 2011, the process was led by Laurie A. Piccolo, Executive Director. A subcommittee was instrumental in reviewing the mission and vision statements and revising it, as needed. This committee included representation of staff from every department in the Agency. The subcommittee offered some draft revisions to the mission and vision statements and the full committee refined them and submitted them back to the full Agency for review/acceptance. The new mission statement received overwhelming support in the final staff survey in Fall of 2011.

### **1c) Evaluation**

The Strategic Plan is a working document intended to reflect current needs and conditions of the Agency and community. The Plan will be reviewed three times per year, by Department Directors, the Board of Directors, and annually by the Executive Director and staff for relevancy. Revisions to the plan will be made as needed to reflect current needs and conditions; all changes will be summarized in appendices and incorporated directly into the Plan. The Agency will evaluate and record progress made toward implementation of the Plan quarterly.

**1d) Participants**

<b>STRATEGIC PLANNING COMMITTEE MEMBERSHIP</b>	
<b>Department</b>	<b>Representative Name And Title</b>
Administration	Laurie A. Piccolo, Executive Director (from 2/2011 to present) Gloria Griffin, Interim Executive Director (10/2010 to 2/2011) Terry DeFelice, Executive Director (until 10/2010) Peggy Fastic, Assistant Executive Director
Early Childhood	Kim Oropallo, Head Start Director
Energy Services	Marie Montgomery, Energy Services Director
Family Development	Sarah Johnston, Family Development Director (12/2011 to present) Amanda Wetherbee, Family Development Director (until 12/2011)
Fiscal	Mindy VanLiew, Financial Officer
Healthy Families	Kim Peterson, Healthy Families Director
Human Resources	Jocelyn Vega, Human Resources Director Renee Smith, Human Resources Director (until 12/2010)
Marketing and Development	Jennifer Sutton, Marketing and Development Director (until 1/2012)
Seneca Programs	Rose Rathbone, Seneca Programs Director
Supportive Services	Shannon Miller, Supportive Services Director Theresa Walsh, Supportive Services Director (until 10/2010)
Youth Services	Sarah Johnston, Youth Services Director (until 12/2011)
<b>MISSION/VISION SUBCOMMITTEE</b>	
<b>Committee Chair: Amanda Wetherbee, Family Development Director</b>	
<b>Department</b>	<b>Representative Name</b>
Administration	Laurie Buchanan
Early Childhood	Kathy Craig Krista Tallman Holly Beauchine
Energy Services	Maureen Kuhlmann
Family Development	Megan Stuart Peter Drummond
Fiscal	Suzanne Kapcha
Healthy Families	Tracy Akins
Seneca Programs	Janice Griffin
Supportive Services	Jennie Huling

**1e) Timeline/History of Planning Process**

<b>Spring 2010</b>	Strategic Planning Initiated
<b>Summer 2010</b>	Initial Staff, Board, and Community Surveys Implemented <ul style="list-style-type: none"><li>• Initial collection was via Survey Monkey</li><li>• Additional hard copy surveys were provided to staff and community partners to engage stakeholders who are not comfortable with online surveys.</li></ul>
<b>Winter 2010-2011</b>	Detailed customer and community surveys were developed and implemented. More than 500 customer and community partner surveys were returned, tabulated, and analyzed.
<b>Winter 2010-2011</b>	Mission and Vision Subcommittee met and drafted new mission statement.
<b>Fall 2011</b>	An update to the Staff Survey was completed and results used to inform the final development of the Strategic Plan. More than 100 staff participated in the survey.
<b>Winter 2011-2012</b>	Final Strategic Plan development meetings and draft completed March 2012.
<b>Winter 2014</b>	Substantive review, update of the Strategic Plan
<b>April 2014</b>	Agency-wide Review of Strategic Plan
<b>September 2014</b>	Review, update of the Strategic Plan w/Component Heads
<b>December 2014</b>	Board of Directors review of Strategic Plan
<b>April 2015</b>	Agency-wide review of Strategic Plan
<b>August 2015</b>	Review, update of the Strategic Plan w/Component Heads
<b>April 2016</b>	Review, update of the Strategic Plan w/Component Heads

## **2) AGENCY INFORMATION**

### **2a) Mission, Vision, Core Values**

#### ***Agency Mission***

It is the mission of Cayuga/Seneca Community Action Agency, Inc. to respectfully assist people to achieve and sustain self-sufficiency through direct services, education, and community partnerships.

#### ***Agency Vision***

Cayuga/Seneca Community Action Agency, Inc.'s vision is to be recognized for its:

- Commitment to empowering those seeking assistance to achieve and sustain self-sufficiency.
- Organizational excellence and continued improvement working with employees, community, and partners.

#### ***Core Values***

- We are accountable to our customers, employees, partners, and community.
- We deliver high quality programs and services.
- We advocate effectively for the right of low-income individuals and families.
- We are committed to providing services in a respectful, strength-based environment.
- We provide opportunities to employees for professional and personal development and growth.

## **2b) Programs and Services**

### **Emergency Services**

This program works with families and individuals through crisis situations. Emergency Services provides food, advocacy, shelter, prescription assistance, emergency transportation assistance, and responds to a wide array of crisis situations.

### **Homeless Intervention and Case Management**

This program provides assistance to homeless individuals and families. An Agency advocate works with other agencies to provide necessary services such as financial assistance, advocacy, and temporary housing. A key component of our homeless programs is the one-on-one support offered to families and individuals as they identify and overcome barriers to obtaining and maintaining stable housing.

### **Supportive Housing Program**

This program supports operation of 3-unit transitional house for homeless single adults that provides safe, affordable housing for up to 24 months and case management focused on working toward individual goals including education and employment.

### **Health Insurance Access**

This program provides assistance to individuals and families to identify and obtain affordable health insurance through the New York State of Health Marketplace.

### **Food Pantry**

The Agency operates two food pantries, one in the City of Auburn and the other in the Village of Waterloo. The Food Pantries provide emergency food assistance to individuals and families in need regardless of residency, to help alleviate hunger in the community.

### **Emergency Baby Pantry**

This program provides income eligible families in Seneca County with children aged 0-24 months with diapers, formula, wipes, diaper cream, car seats, clothing and blankets monthly.

### **Personal Care Pantry**

This program provides personal care items including diapers, baby wipes, feminine products, toothbrushes, toothpaste, shampoo, conditioner, deodorant, and hairbrushes to individuals and families in Cayuga County.

### **Car Seat Distribution**

This program provides children's car seats, free of charge, to eligible families. The program also provides education to increase the proper use and installation of child safety seats.

### **Nutrition Outreach and Education Program (NOEP)**

The Agency has a NOEP Coordinator who is available to assist families and individuals with applying for SNAP benefits.

### **Free Clothing**

The Free Clothing program provides clean, gently used clothing in good condition to families in need.

### **Early Head Start**

Early Head Start's (EHS) mission is to promote healthy prenatal outcomes for pregnant women, enhance the development of the very young child, and promote healthy family functioning. The program provides education, health, dental, mental health, and disability services through both home-based and combination program options. Currently, participants are enrolled in the Auburn and Moravia areas of Cayuga County. Participants in the EHS program have the opportunity to receive early, continuous, intensive, and comprehensive child development and family support services from pregnancy to age 3, at which time they can transition to the Head Start program and continue services until entering Kindergarten.

### **Head Start/Universal Pre-K**

Head Start is a comprehensive child development program for income eligible children ages 3-5 and their families. The program provides health, nutrition, education, disability, and family services at no charge. The Agency's Head Start program partners with the local school districts to offer Universal Pre-Kindergarten (UPK) services in coordination with Head Start services. The Agency provides full day UPK programming in partnership with the Auburn Enlarged City School District.

### **Financial Literacy Program**

This program provides a series of workshops to Head Start/Early Head Start families on financial management.

### **Head Start Backpack Program**



This program provides children enrolled in the Head Start Program in Auburn with nutritious food on the weekend, during the third week of each month when other household resources have dwindled.

### **Healthy Families Cayuga/Seneca**

Healthy Families is a free program to help parents with the changes and needs in their life that come along with the birth of a child. The program promotes optimal prenatal care and childhood growth and development.

### **Domestic Violence Intervention Program**

This program assists victims of domestic violence and their children to attain a life free of violence. Services include a 24-hour hotline (315-255-6221), safe, temporary shelter, advocacy, safety planning assistance, supportive counseling, survivors' support group, , and educational presentations.

### **Supervised Visitation/Safe Exchange**

This program supports operation of secure, child-friendly Center where court-ordered or self-referred parents can exercise visitation or safe exchange of their children with a formerly abusive partner.

### **Transitional Housing Assistance Program**

This program provides rental subsidies and case management to homeless victims of domestic violence and their children.

### **Victim Assistance/Court Advocacy**

This program assists victims/survivors of domestic violence, dating violence, sexual assault, and stalking to navigate within the legal system. Staff facilitate referrals to the Supervised Visitation/Safe Exchange Center; assist with obtaining legal representation for Victims; assist victims with the preparation of family court petitions and provide accompaniment to court appearances; and provide referrals to other community Agencies as requested.

### **Victim Compensation Claims Assistance**

Assistance is provided to victims of crime with applying for financial assistance to assist with items such as medical bills, lost wages, and counseling expenses related to the crime.

### **Financial Empowerment Program**

This program assists victims of domestic violence with moving toward financial self-sufficiency through one-on-one consultation and group financial literacy instruction. Small stipends are available to help participants improve their credit.

### **Weatherization Assistance Program**

This program provides direct services to reduce the energy burden for both low income, single-family homes and multi-family housing units by making their homes more energy efficient.

### **EmPower NY**

The goal of this energy efficiency program for tenants and homeowners is to help low income households reduce energy use and costs. The program is administered by the New York State Energy Research Development Authority.

### **Affordable Energy Concepts**

This for-profit arm of the Agency provides energy assessments and efficiency improvements to individuals and families across all income ranges.

### **Home Energy Assistance Program (HEAP)**

This program provides screening of applications for regular and emergency HEAP benefits. Eligibility is determined by income level and number of household members for any household not receiving on-going public assistance and/or food stamps. The HEAP program begins in the fall and ends in the spring.

### **RESTORE**

This program provides funding for emergency home repairs to low-income homeowners aged 60 or greater in Cayuga County.

### **Disability Employment Initiative**

This program strives to better serve and improve employment outcomes of individuals with disabilities. The Disability Resource Coordinator helps job seekers with disabilities to access all of the different programs and services they need to meet their employment and asset

### **Volunteer Generation Program**

This program provides recruitment, training, retention and management of volunteers to support hunger relief efforts of Cayuga/Seneca Community Action Agency and partner agencies serving Cayuga, Seneca and Northern Tompkins Counties.

**Cayuga Has Employment Support Solutions (CHESS)**

This program provides flexible one-time assistance to help TANF-eligible working families to obtain or retain employment. Funds may assist with housing, utilities, employment supports, car repairs, and other needs.

**Employment Pathways Program**

This program provides case management, skills training, and flexible subsidies to help participants overcome individual barriers to employment. Funds available for certificate or degree programming through Cayuga/Onondaga BOCES and/or Cayuga Community College and other expenses including transportation and/or child care.

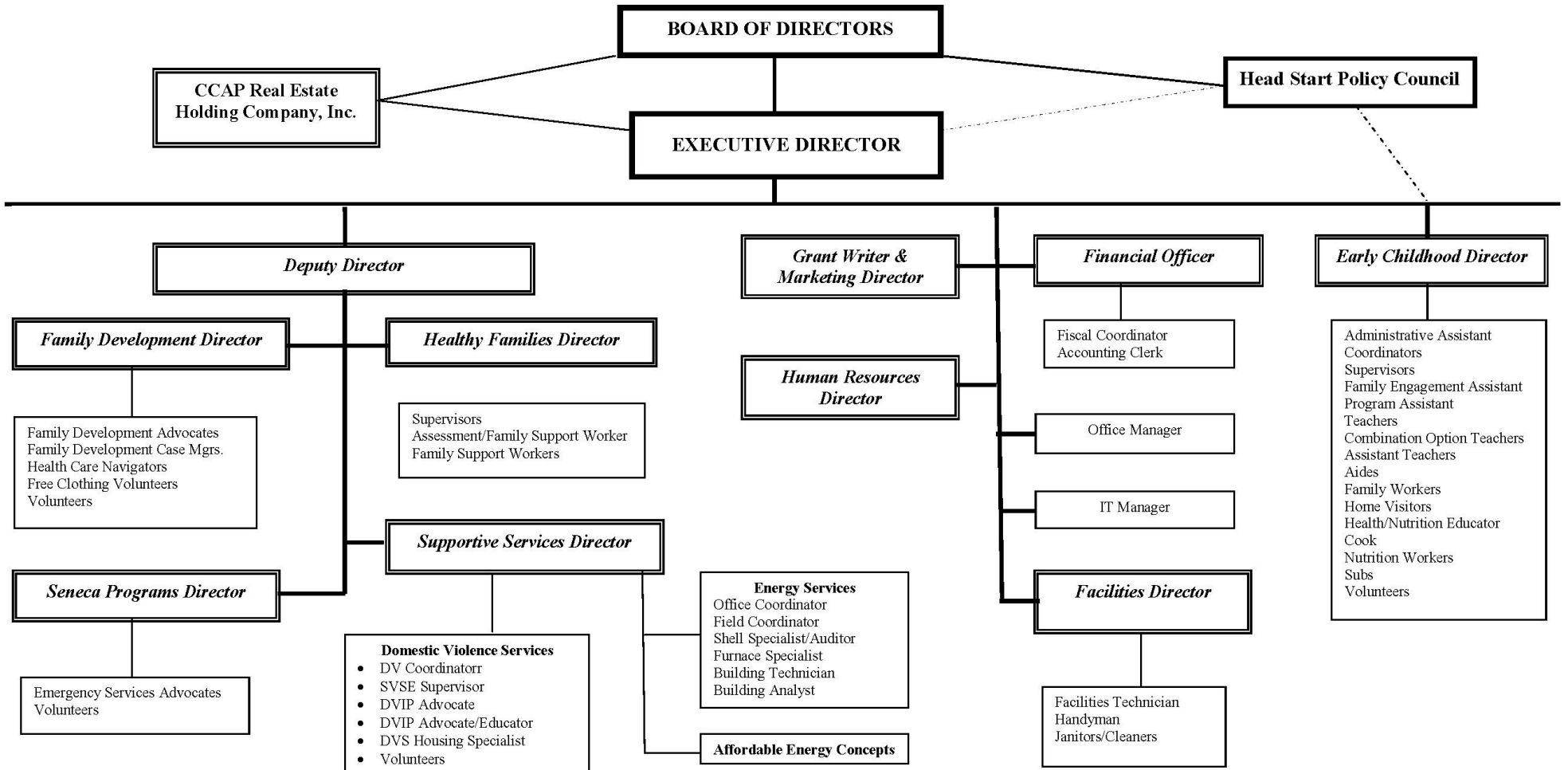
**Head Start Backpack Program**

This program provides nutritious food on the weekends during the third week of each month to families enrolled in the Early Head Start and Head Start programs at Site II in Auburn.

**2c) Organizational Chart**

**INSERT ORG CHART**

**001Cayuga/Seneca Community Action Agency, Inc.  
Organizational Chart**



### **3) ASSESSMENT OF NEEDS**

The 2013 Needs Assessment is currently being updated. CSCAA has formed a 12-member Guidance Committee to oversee this process, which will include engagement of five key sectors: Public Sector, Faith-Based Sector, Private Business, Community Based Organizations and Schools. The Final Assessment report will include key findings on the causes and conditions of poverty, prioritization of needs and recommendations that will carry into the next Strategic Plan.

The goals of the 2016 Needs Assessment are as follows:

- Assess the level of poverty that exists within the community.
- Assess how well the needs of individuals and families are currently being met and identify service gaps.
- Identify service barriers that limit the effectiveness of the current service network.
- Assess what is changing in our community that affects the extent of economic insecurity for some and actual poverty for others.
- Develop recommendations that will enhance the Agency's ability in conjunction with Community Partners to address the concerns of low income individuals and families.
- Position the Agency to develop a Strategic Plan to address identified needs.

The 2013 Needs Assessment is currently being utilized to help inform Agency planning and actions. Discussion of this Assessment follows.

#### **3a) 2013 Needs Assessment**

Every three years, Cayuga/Seneca Community Action Agency, Inc. conducts a Low Income Community Needs Assessment of Cayuga and Seneca Counties. Data is collected via survey and discussion from Agency customers, Agency staff, and partner agencies in the community. Data derived from the community assessment is analyzed and then used to develop programs to fill gaps in services.

The most recent Needs Assessment was completed in October 2013. Primary data was collected via survey from 338 Agency customers, 79 Agency staff, and 52 Human Service Agency partners. Secondary data was collected from the U.S. Census Bureau and other local and state government sources. Key findings are presented below.

#### **Demographic Characteristics and Trends**

- Population change in both counties has been minimal with Cayuga County showing no discernible change and Seneca County growing by about 3 percent.
- Both counties have slightly higher percentages of elderly than the state average; this population tends to have a high level of need compared to younger populations.

- Both counties have below average income levels for New York State, with lowest incomes evident in the city of Auburn and the village of Lodi.
- The percentage of the population residing below the poverty level is well above the average for counties in New York State. Over 30 percent of minorities in both counties reside in households with incomes below the poverty level.
- Infant mortality rates are higher in both counties compared to statewide as is the percent of low birth weights.
- The housing stock in both counties is old, with median age of 60+ years, having implications for housing quality, energy use and need for repairs.

### **Key Findings from Customer Surveys**

- Program participants experience numerous problems, in particular financial issues (30 percent), family issues (28 percent), and loss of jobs (23 percent).
- A large number of families have to choose between eating and paying bills. Food represents 29% of a household's monthly budget, on average. Poor food choices result in high levels of obesity.
- Levels of homelessness, eviction and threatened eviction are high. Many indicate high utility bills, as well as housing in need of major or minor repairs.
- A large number of adults and children are disabled and behavioral problems continue to be an issue among children.
- Money, livable wage jobs, and affordable housing appear to be the most frequently mentioned needs.
- Most perceive the strength of their families to be in their strong family bonds and their support for each other.

### **Key Findings from Agency and Human Service Staff**

- Human Services Agency and CSCAA staff respondents both see affordable housing, transportation and food/nutrition as the highest needs of the low income population. These needs have been exacerbated by increases in the cost of living as well as a poor local economy.

- Other needs that respondents believe particularly warrant attention include the need to address health and mental health issues, children’s behavioral issues, affordable child care and education/literacy.
- Programs need to continue to build on the collaborative strengths of the community, as well as on parents’ determination to improve their situations and those of their children.

### **Cross-Cutting Conclusions**

Priority needs of the low-income population identified by CSCAA’s 2013 Needs Assessment include the following:

- **Financial Assistance.** Financial problems were cited by 30 percent of program participants. Reported household income is typically under \$18,000 per year, with over 40 percent at or below \$12,000 a year. Nearly one-third indicated a decrease in income last year. Medicaid/Medicare and Food Stamps are programs used by a large percentage of this population. 34 percent of respondents indicate that they had to choose between purchasing essential food items and paying a bill necessary to meet their basic needs in the last year, and over one-third report that they accessed an emergency food pantry weekly or monthly, suggesting severe financial problems.
- **Housing and Heat.** Both counties have old housing stock, suggesting overall needs for weatherization and repair. As one of the highest needs stated by agency and staff respondents, affordable housing is one of the most important aspects that affect the low-income population. Over 40 percent of program participants indicate that their houses need minor repairs and 14 percent indicate they are in need of major repairs. Nearly one-third indicate that they have high heating bills; on average, those who pay for heat directly pay approximately 15% of their monthly income for heat.
- **Transportation.** Transportation was one of the most pressing needs identified by agency respondents and by staff respondents. Thirty-five percent of participants do not have regular access to an automobile and rely on rides with friends and family, bus, taxi and walking.
- **Employment and Education.** The need for employment and/or better income job opportunities was mentioned as a pressing need by agency and staff respondents. 27 percent of respondents indicate that one of their household members was unemployed and 23 percent indicated that job loss was a problem encountered during the last year. Nearly one-third of adult household members have not completed high school, making it even more difficult to find a well-paying job.



- **Services for Children.** Child care is indicated as a high need by both Agency and staff respondents with 87 percent of staff and 79 percent of Agency respondents indicating the need has increased dramatically over the last three years. Staff also identified increasing issues of child behavior, with 87 percent indicating that this issue has increased dramatically over the last 3 years. Children with special needs are also in need of service; 10 percent of children in respondent household have a diagnosed disability.

### **3b) Strengths, Areas to Improve, Opportunities, Threats**

#### **Strengths**

- Dedicated, caring, respectful staff
- Variety of services
- Teamwork
- Reputable community presence
- Commitment to community collaborations
- Ability to serve a large number of customers
- Strong and active Board of Directors and Head Start Policy Council
- Ability to serve customers in a strength-based and respectful manner
- Ability to recognize community needs and respond
- Solid core of Agency supporters on which to build broader fundraising program

#### **Areas to Improve**

- Internal communication: 1) between programs; 2) between sites; and 3) between front line and supervisory staff
- External communication/marketing
- Continuous review and improvement in the work environment
- Expand volunteer base/utilization
- Technology
- Funding consistency

#### **Opportunities**

- Innovative use of existing resources
- Explore funds for developing new programs
- Advertising
- Increase unrestricted funding/fundraising (one possibility: social enterprises)

#### **Threats/Challenges**

- Unemployment; Unemployment Insurance ending
- Budget cuts impacting programs
- Lack of living wage jobs
- Increased cost of living

- Increased need combined with decreased funding to provide services
- Lack of safe, quality, affordable housing
- Lack of reliable transportation
- Uncertainty of political environment

**3c) Critical Issues Facing the Agency and Community**

- Family self-sufficiency and stability;
- Community awareness of Agency initiatives; and
- Agency financial security.

## 5. GOALS, OBJECTIVES AND STRATEGIES

### 5a) Goals

- ***Customer-Focused Goal: The Agency will assist customers to achieve self-determined growth and development.***

CSCAA provides a variety of programs and services designed to meet customer and community needs. The Agency utilizes its three-year Low-Income Community Needs Assessment to help determine the need for new services, and the continued relevancy of existing services. Programs and services are added and/or modified as needed to respond to changing customer and community needs. The agency operates from a strength-based model, working with individuals to identify and enhance strengths, and to set and pursue individual goals that move toward self-sufficiency.

- ***Community-Focused Goal: The Agency will inspire community members to invest in improving conditions in which low-income people live.***

CSCAA is committed to playing an active role in the community to raise awareness about poverty issues and to promoting effective, anti-poverty solutions. The Agency is highly regarded within the community. Staff and board members place a strong emphasis on collaboration with other community entities in order to improve conditions in which low-income people live.

- ***Agency-Focused Goal: The Agency will provide staff and Board members with resources and expertise needed to be effective.***

CSCAA is committed to internal capacity building, and to providing the financial, technological, and educational resources needed to achieve and sustain service excellence. The Agency relies on hundreds of businesses, municipalities, government agencies, organizations and individuals to help support its mission. These supporters provide resources and expertise needed for Agency staff and Board members to be effective.

**5b) Customer-Focused Goal: Objectives and Strategies**

**GOAL: The Agency will assist customers to achieve self-determined growth and development.**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>
Provide crisis intervention, appropriate direct services, advocacy, information, and referrals utilizing a variety of inter and intra-agency programs and resources.	Systematically and universally assess identified at-risk families for strengths and challenges.
	Refine and implement customer data tracking and outcome software program to better track program performance and customer success.
Identify best practices and gaps in services to meet customer and community needs.	Review programs for alignment with best practices; ensure all programs address key levers of poverty reduction.
	Implement community needs assessment every 3 years to identify customer and community needs and gaps in services.
	Review census data and local and State government data as it becomes available to better understand community needs.
	Regularly attend human service network and coalition meetings (Homeless Task Force, Human Services Coalition, United Way Income Solutions, etc) to keep abreast of community needs and service gaps.
Expand, develop and implement strength-based programs to fill key gaps in services.	Annually, implement at least one new program or expand an existing program to fill a key gap in the comprehensive continuum of services.
	Develop and implement a comprehensive marketing strategy to increase AEC business.
	Expand UPK slots in the Auburn, Jordan-Elbridge, Moravia and Southern Cayuga School Districts.
	Expand safe, affordable housing opportunities for low-income individuals and families in Cayuga and Seneca Counties.
	Expand Supervised Visitation/Safe Exchange services to non-parental caregivers of children impacted by domestic violence.
	Develop but do not duplicate Employment and Training services for low-income individuals.
	Develop but do not duplicate services for low-income senior citizens.
	Develop financial self-sufficiency and life skills trainings for customers.
	Expand programs and services for at-risk youth.

**5c) Community-Focused Goal: Objectives and Strategies**

**GOAL: The Agency will inspire community members to invest in improving conditions in which low-income people live.**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>
Provide opportunities for community engagement in Agency initiatives.	Develop a fluid and consistent volunteer process that will promote and engage community members to become active participants within the Agency.
	Increase the number and diversity of volunteer opportunities within the Agency.
	Host an open house for the community to learn about Agency programs and services.
	Clearly promote Agency giving opportunities to community.
Increase intra-agency coordination and service linkages.	Increase the number of groups/entities making referrals to the Agency.
	Increase the number of referrals between the Agency and partner organizations.
	Increase/strengthen at least five community partnerships annually through MOUs, letters of support, or similar documentation.
	Provide cross-training with partner agencies to raise awareness of Agency programs, services and poverty issues.
Increase customer and staff engagement in community initiatives.	Provide information on community groups, committees, and boards to Agency customers and staff to increase the number of individuals involved in improving their community.
	Participate in at least ten community events throughout the year.
Enhance external communications.	Continue baseline activities: Monthly article in The Citizen, 3 articles in Finger Lakes Times, monthly submission to Human Services Coalition Newsletter, quarterly submission to Office for the Aging newsletter, periodic press releases and letters to the editor, Facebook posts, annual report.
	Develop and distribute an external newsletter.
	Send at least six press releases to local press resulting in at least three news stories.
	Identify other newsletters such as the Maroon (Auburn Schools) and submit articles.
	Post all Agency articles and related articles on Facebook.
	Update Website regularly for employment opportunities, board meetings, program changes, event information, donor recognition.

Enhance external communications.	Create a video to showcase Agency programs.
	Develop and implement a Marketing Plan that is recognizable, positive, and encourages community engagement and support.

**5d) Agency-Focused Goal: Objectives and Strategies**

**GOAL: The Agency will provide staff and Board members with resources and expertise needed to be effective.**

OBJECTIVES	STRATEGIES
Enhance internal communications.	Continue baseline activities including monthly internal newsletter, all-Agency emails, bulletin boards and team meetings. Increase effectiveness of All-Agency emails and in-house newsletters.
	Implement Agency Intranet and train staff how to use/benefit from it.
	Create calendar/events page to share information between departments.
	Create Agency video showcasing all programs.
Increase staff and Board training opportunities.	Provide professional development to all staff based on ongoing assessment and identification of training needs, linking professional development to college credits, degree programming, and credentialing, when possible.
	Identify Board training needs and develop a plan to address them.
	Continue to provide all staff and Board members with sensitivity training and education on the issues of poverty in our community.
	Secure funding and resources to support training needs.
Expand Technology Resources.	Identify top five technology needs and associated costs and implement as funding allows.
	Refine and implement customer data tracking and outcome software program to better track program performance and customer success.
	Implement Agency Intranet.
	Create an in-house reference and resource e-library for employees.
	Implement electronic timecards.
Increase Financial Security.	Continue baseline activities, including two major fundraisers per year; submittal of 30 funding requests.
	Increase Board involvement with fundraising activities.

Increase Financial Security.	Review and expand existing fee for service activities; add at least one new fee for service activity.
	Hold at least three smaller fundraisers annually.
	Increase in-kind resources including food and clothing available within the Agency for staff to better serve customers in crisis.
	Prepare and implement a plan to develop additional non-federal funds, including new ideas for fee for service activities and expansion of corporate donor activities.
	Seek new facility to allow for consolidating office space to provide improved access to more services and to reduce operating costs.
	Increase safety awareness within the Agency by holding regular Safety Committee meetings, providing safety training, and stressing the importance of safety to all staff whenever possible which will lead to reduced accidents and lower insurance costs.
	Increase Agency support of wellness activities that lead to lower insurance costs.

## **6. IMPLEMENTATION**

The Strategic Plan is a working document intended to reflect current needs and conditions of the Agency and community. The Plan will be reviewed quarterly by Department Directors, bi-annually by the Board of Directors, and annually by the Executive Director and staff for relevancy. Revisions to the plan will be made as needed to reflect current needs and conditions; all changes will be summarized in appendices and incorporated directly into the Plan. The Agency will evaluate and record progress made toward implementation of the Plan quarterly, utilizing the **Implementation Matrix attached as Appendix I.**

Abbreviations of Responsible Parties and associated Timeframes are listed below.

### **Abbreviations**

DD = Deputy Director  
ED = Executive Director  
FD = Family Development  
HF = Healthy Families Directory  
HR = Human Resources Director  
HS = Head Start, Early Head Start, Universal Pre-K Director  
IT = Information Technologies Manager  
MD = Marketing & Development Director  
SP = Seneca Programs  
SS = Supportive Services Director  
VC = Volunteer Coordinator

### **Timeframes**

Year 1: April 1, 2012 – March 31, 2013  
Year 2: April 1, 2013 – March 31, 2014  
Year 3: April 1, 2014 – March 31, 2015  
Year 4: April 1, 2015 – March 31, 2016



## **6. IMPLEMENTATION**

The Strategic Plan is a working document intended to reflect current needs and conditions of the Agency and community. The Plan will be reviewed quarterly by Department Directors, bi-annually by the Board of Directors, and annually by the Executive Director and staff for relevancy. Revisions to the plan will be made as needed to reflect current needs and conditions; all changes will be summarized in appendices and incorporated directly into the Plan. The Agency will evaluate and record progress made toward implementation of the Plan quarterly, utilizing the **Implementation Matrix attached as Appendix I.**

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VC = Volunteer Coordinator

### **Timeframes**

Year 1: April 1, 2012 – March 31, 2013  
Year 2: April 1, 2013 – March 31, 2014  
Year 3: April 1, 2014 – March 31, 2015  
Year 4: April 1, 2015 – March 31, 2016

# **APPENDICES**

## 2012-2016 Strategic Plan - Implementation Matrix

### GOAL 1: THE AGENCY WILL ASSIST CUSTOMERS TO ACHIEVE SELF-DETERMINED GROWTH AND DEVELOPMENT.

**Objective:** Provide crisis intervention, appropriate direct services, advocacy, information, and referrals utilizing a variety of inter and intra-agency programs and resources.

**Performance Indicators:** Customers move toward self-sufficiency; inter and intra-agency referrals made; data tracking tools enhanced

Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status
		1	2	3	4		
S1. Systematically and universally assess identified at-risk families for strengths and challenges.	Direct service staff	X	X	X	X	Staff; assessment tools	On-going
S2. Refine and implement customer data tracking and outcome software program to better track program performance and customer success.	IT, ED	X	X	X	X	Staff, software	On-going; HS/EHS/UPK purchased tracking software; CSST refinements as needed; new database under construction to track client characteristics, DV Database purchased

**Objective:** Identify best practices and gaps in services to meet customer and community needs.

**Performance Indicators:** Needs assessment complete; best practices researched; census data and local data reviewed; programs evaluated; service gaps identified

Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status
		1	2	3	4		
S3. Review programs for alignment with best practices; ensure all programs address key levers of poverty reduction.	ED, DD, Department Directors	X	X	X	X	Staff	On-going; staff regularly attend trainings to keep abreast of best practices
S4. Implement community needs assessment every 3 years to identify customer and community needs and gaps in services.	Contractor, all agency staff		X			Staff, \$	COMPLETE; 2016 Needs Assessment planning underway; Guidance Committee formed, Community, Staff/BOD/Volunteer Surveys complete
S5. Review census data and local and State government data as it becomes available to better understand community needs.	ED, DD, MD, Department Directors	X	X	X	X	Staff	On-going; Utilization of NYSCAA Community Commons HUB
S6. Regularly attend human service network and	ED, MD, Department	X	X	X	X	Staff	On-going; ABC Cayuga, HTF, HSC,

coalition meetings (Homeless Task Force, Human Services Coalition, United Way Income Solutions, etc) to keep abreast of community needs and service gaps.	Directors, designated staff						Food Pantry Providers Network, DV Coalition, Finger Lakes Housing Coalition, UW Income Solutions; Preschool Provider Network, many others
<b>Objective:</b> Expand, develop and implement strength-based programs to fill key gaps in services.							
<b>Performance Indicators:</b> New programs developed, programs expanded to address customer and community need							
Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status
		1	2	3	4		
S7. Annually, implement at least one new program or expand an existing program to fill a key gap in the comprehensive continuum of services.	ED, DD, MD, Department Directors	X	X	X	X	Staff, \$	On-Going; Implemented New: THAP, SVSE, Chess, NYSHP, HBE, DEI, NOEP, RESTORE, Financial Literary, HEAP, Emergency Baby Pantry, Personal Care Bank, Employment Pathways, Backpack Program, Financial Empowerment, Volunteer Generation; Expanded: HF, UPK, SVSE, DVIP, WTC, Kinship Care
S8. Develop and implement a comprehensive marketing strategy to increase AEC business.	ED, DD, MD, SS Director		X	X		Staff, Consultant, \$	Working w/Leadership Cayuga to evaluate program
S9. Expand UPK slots in the Auburn, Jordan-Elbridge, Moravia and Southern Cayuga School Districts.	ED, HS/EHS/UPK, MD		X	X	X	Staff, \$	Full Day UPK Funding Secured through AECSD
S10. Expand safe, affordable housing opportunities for low-income individuals and families in Cayuga and Seneca Counties.	ED, DD, MD, SS, SP, FD	X	X	X	X	Staff, \$	Implemented THAP, NYSSHP; Seneca Emergency Shelter project in process, CDBG Funding secured; RESTORE funding secured and increased; partner on Merriman Street Family Transitions Project; planning underway for emergency housing for women and children in Cayuga County
S11. Expand Supervised Visitation/Safe Exchange services to non-parental caregivers of children impacted by domestic violence.	ED, DD, MD, SS	X	X	X	X	Staff, \$	Complete; Center fully operational and in process of relocation to Site I to be able to provide more

							accessible hours to meet the needs of the families served
S12. Develop but do not duplicate Employment and Training services for low-income individuals.	ED, DD, MD, Department Directors		X	X	X	Staff, \$	Disability Employment Initiative and Employment Pathways Program established
S13. Develop but do not duplicate services for low-income senior citizens.	ED, DD, MD, Department Directors		X	X	X	Staff, \$	On-Going; RESTORE funding secured and expanded
S14. Develop financial self-sufficiency and life skills trainings for customers.	ED, DD, MD, Department Directors			X	X	Staff, \$	Initiated Financial Literacy PILOT Program through HS; DVIP Financial Empowerment Program under development and funded through Zonta and Mary Kay
S15. Expand programs and services for at-risk youth.	ED, DD, MD, FD			X	X	Staff, \$	Participant in Cayuga County Summer Youth Program

**GOAL 2: THE AGENCY WILL INSPIRE COMMUNITY MEMBERS TO INVEST IN IMPROVING CONDITIONS IN WHICH LOW-INCOME PEOPLE LIVE.**

**Objective:** Provide opportunities for community engagement in Agency initiatives.

**Performance Indicators:** Volunteer handbook developed; volunteer opportunities defined and promoted; open house hosted; giving opportunities clearly defined and promoted through web, FB, and other outlets

Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status
		1	2	3	4		
S16. Develop a fluid and consistent volunteer process that will promote and engage community members to become active participants within the Agency.	ED, DD, HR, VC	X	X	X		Staff	COMPLETE; volunteer coordinator appointed; volunteer handbook and database developed, application posted online; new Volunteer Generation Program established focused on hunger
S17. Increase the number and diversity of volunteer opportunities within the Agency.	ED, DD, MD, VC, Department Directors	X	X	X	X	Staff	On-going; Free Clothing hours expanded, Volunteer Generation Program, DonorPerfect
S18. Host an open house for the community to learn about Agency programs and services.	ED, DD, MD, Department Directors			X		Staff, \$	COMPLETE; Open House & Ribbon Cutting held in May 2014
S19. Clearly promote Agency giving opportunities to community.	ED, MD	X	X	X	X	Staff, \$	On-going; Get Involved section added to Agency website; marketing materials developed; use of Facebook sponsored ads

**Objective:** Increase intra-agency coordination and service linkages.

**Performance Indicators:** Referral relationships established; referrals made; MOUs/support letters executed; cross-training delivered

Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status
		1	2	3	4		
S20. Increase the number of groups/entities making referrals to the Agency.	ED, DD, Department Directors	X	X	X	X	Staff; partners	On-going; New referrals from CC Nurse Family Partnership, Pregnancy Care Center, Parole, CCC, BOCES, CPS
S21. Increase the number of referrals between the Agency and partner organizations.	Direct service staff	X	X	X	X	Staff, partners	Extensive and on-going (e.g. BOCES, Seneca County Workforce Devt)
S22. Increase/strengthen at least five community	ED, DD, MD,	X	X	X	X	Staff	On-going; Workforce Investment

partnerships annually through MOUs, letters of support, or similar documentation.	Department Directors						Board, County Mental Health, Salvation Army, Warm the Children (Rotary/Citizen), ABC Cayuga, County CHES program, Options for Independence, Long-Term Care, Homesite, Rescue Mission, Auburn Housing Authority, Cayuga Works Career Center, BOCES
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S23. Provide cross-training with partner agencies to raise awareness of Agency programs, services and poverty issues.	ED, DD, MD, Department Directors	X	X	X	X	Staff	On-Going and extensive
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**Objective:** Increase customer and staff engagement in community initiatives.

**Performance Indicators:** Staff and customers serve on community boards/committees; Agency participates in community events

Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status
		1	2	3	4		
S24. Provide information on community groups, committees, and boards to Agency customers and staff to increase the number of individuals involved in improving their community.	All staff	X	X	X	X	Staff	On-going; information posted on site bulletin boards; customers encouraged to participate in Needs Assessment survey.
S25. Participate in at least ten community events throughout the year.	All staff	X	X	X	X	Staff	On-going; Java for the Gents, TomatoFest, IGNITE the Winter, HSC Volunteer training, Take Back the Night, Welch Allyn Volunteer Fair, Jumpstart 10, CCC Winter Fair, HSC Youth Fair, CCC Criminal Justice Fair, School Supply Giveaway, Red Creek Health Fair, Auburn Hospital Health Fair

**Objective:** Enhance external communications.

**Performance Indicators:** Website updated with current information; Facebook posts made; external newsletter issued 4-6x per year; annual report completed; marketing plan developed; agency video created; information published in community newsletters; press coverage obtained; donors recognized on website

Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status
		1	2	3	4		
S26. Continue baseline activities: Monthly article in The	ED, MD,	X	X	X	X	Staff, \$	On-going

Citizen, 3 articles in Finger Lakes Times, monthly submission to Human Services Coalition Newsletter, quarterly submission to Office for the Aging newsletter, periodic press releases and letters to the editor, Facebook posts, Annual Report.	Department Directors						
S27. Develop and distribute an external newsletter.	MD		X	X	X	Staff	On-going
S8. Send at least six press releases to local press resulting in at least three news stories.	MD	X	X	X	X	Staff	On-going
S29. Identify other newsletters such as the Maroon (Auburn Schools) and submit articles.	MD	X	X	X	X	Staff	On-going; Chamber Connection, Chamber e-news, HSC Newsletter
S30. Post all Agency articles and related articles on Facebook.	MD	X	X	X	X	Staff	On-Going
S31. Update Website regularly for employment opportunities, board meetings, program changes, event information, donor recognition.	MD, IT	X	X	X	X	Staff, Consultant, \$	On-Going; HR page updated, calendar added, program info updated, event page updated, new pages for Taste and Purple Tie created, Paypal added
S32. Create a video to showcase Agency programs.	MD, IT, HR			X	X	Staff, \$	Funding secured
S33. Develop and implement a Marketing Plan that is recognizable, positive, and encourages community engagement and support.	MD		X			Staff	COMPLETE

**GOAL 3: THE AGENCY WILL PROVIDE STAFF AND BOARD MEMBERS WITH RESOURCES AND EXPERTISE NEEDED TO BE EFFECTIVE.**

**Objective:** Enhance internal communications.

**Performance Indicators:** Monthly internal newsletter issued; bulletin boards updated regularly; all-agency emails utilized for relevant communication; video created; Intranet created and staff trained on use; calendar/events page created and shared;

Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status
		1	2	3	4		
S34. Continue baseline activities including monthly internal newsletter, all-Agency emails, bulletin boards and team meetings. Increase effectiveness of All-Agency emails and in-house newsletters.	ED, MD,DD, Admin Assistant	X	X	X	X	Staff	On-going
S35. Implement Agency Intranet and train staff how to use/benefit from it.	IT			X	X	Staff, Consultant	Complete; employee benefit portal, staff directory, forms available on Intranet



S36. Create calendar/events page to share information between departments.	IT			X	X	Staff, Consultant	Not yet started.
S37. Create Agency video showcasing all programs.	IT, MD, HR			X	X	Staff, \$	Funding Secured
<b>Objective:</b> Increase staff and Board training opportunities.							
<b>Performance Indicators:</b> Board and staff training needs assessed; training provided; funding secured for training							
Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status
		1	2	3	4		
S38. Provide professional development to all staff based on ongoing assessment and identification of training needs, linking professional development to college credits, degree programming, and credentialing, when possible.	ED, DD, HR	X	X	X	X	Staff, \$	On-going; participation in NYSCAA Emerging Leaders, Family Development Credentialing, ROMA training; hosted Community-Wide Bridges Out of Poverty Training
S39. Identify Board training needs and develop a plan to address them.	ED, DD	X	X	X	X	Staff, \$	Monthly director reports, CSBG Training related to standards, BOD orientation
S40. Continue to provide all staff and Board members with sensitivity training and education on the issues of poverty in our community.	ED, DD, MD	X	X	X	X	Staff, \$	On-going; hosted Community-Wide Bridges Out of Poverty Training
S41. Secure funding and resources to support training needs.	MD	X	X	X	X	Staff	On-going
<b>Objective:</b> Expand Technology Resources.							
<b>Performance Indicators:</b> Tech needs identified and funding secured; data tracking tools enhanced; intranet created; e-library established; electronic timecards utilized							
Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status
		1	2	3	4		
S42. Identify top five technology needs and associated costs and implement as funding allows.	IT, ED, DD, Department Directors			X	X	Staff, \$	On-going; Funding secured for new servers, thin clients, development software; funding being sought for fiscal software, DV database purchased; ACC contract for IT oversight; replacement of copiers with

									multifunctional machines (printing/copying/scanning/faxing; VOIP at Site II)
S43. Refine and implement customer data tracking and outcome software program to better track program performance and customer success.	IT, ED	X	X	X	X	Staff, \$			On-going; HS/EHS/UPK purchased tracking software; CSST refinements as needed; new database under construction to track client characteristics, DV database
S44. Implement Agency Intranet.	IT, HR, ED			X	X	Staff			Complete; employee benefit portal, staff directory, forms available on Intranet
S45. Create an in-house reference and resource e-library for employees.	IT, ED			X	X	Staff			Not yet started
S46. Implement electronic timecards.	HR		X			Staff			COMPLETE
<b>Objective:</b> Increase Financial Security.									
<b>Performance Indicators:</b> Taste for Community Action and Purple Tie Event held; grant proposals and funding requests submitted; board actively engaged in development activities; mini-fundraisers held; fee for service activities expanded; development plan completed; sites and services consolidated; safety planning and training implemented; wellness activities planned									
Strategy	Responsible Party(s)	Timeframe (Yr)				Resources	Status		
		1	2	3	4				
S47. Continue baseline activities, including two major fundraisers per year; submittal of 30 funding requests.	ED, DD, MD, Department Directors	X	X	X	X	Staff, \$	On-going; Purple Tie Event established by DV		
S48. Increase Board involvement with fundraising activities.	ED, MD			X	X	Staff	On-going; Development Committee established		
S49. Review and expand existing fee for service activities; add at least one new fee for service activity.	ED, DD, MD, Fiscal					Staff	On-going; Leadership Cayuga project to evaluate AEC and thrift store		
S50. Hold at least three smaller fundraisers annually.	ED, MD, Department Directors	X	X	X	X	Staff, \$	On-going; Dougs ToGo; Give Back nights; Doubledays; Tap Night; Raffles; Bottoms Up Campaign; #GivingTuesday; Painting Brighter Futures		

## **APPENDIX II SUMMARY OF REVISIONS**

### **February 2014**

- Addition of Needs Assessment summary and linkages
- Addition of Evaluation Plan
- Addition of Implementation Plan and Matrix
- Addition of narrative description of Goals
- Restructuring of Goals, Objectives, Strategies, Indicators
- Reorganization of Plan to improve flow
- Update to Programs and Services
- Update to Timeline
- Update to Table of Contents
- Formatting and Design enhancements

### **September 2014**

- Update to Timeline
- Update to Programs and Services
- Update to Implementation Plan and Matrix

### **August 2015**

- Update to Evaluation
- Update to the Timeline
- Update to Programs & Services
- Update to Implementation Plan and Matrix

### **April 2016**

- Update to the Timeline
- Update to Programs & Services
- Update to Assessment of Need
- Update to Implementation Plan and Matrix

**APPENDIX III  
STAFF SURVEY**

**Cayuga/Seneca Community Action Agency, Inc.  
Strategic Planning - October 2011  
Staff Survey**

**Program** \_\_\_\_\_

**1. Please read the two mission statements below and check the box for the one you prefer:**

**A. The mission of the Cayuga/Seneca Community Action Agency, Inc. is to assist people to achieve and sustain self-sufficiency and self-dignity.**

If you prefer this mission statement, please check here

**B. The mission of the Cayuga/Seneca Community Action Agency, Inc. is to respectfully assist people to achieve and sustain self-sufficiency through direct services, education, and community partnerships.**

If you prefer this mission statement, please check here

**2. Please circle the word(s) that describe your comfort level with assisting customers to recognize and build on their personal strengths and support systems.**

Very Comfortable    Comfortable    Not Sure    Uncomfortable    Very Uncomfortable

Check here if your job doesn't require you to work directly with customers

**3. What is the most important thing the Agency does that helps customers move toward self-sufficiency?**

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**4. What suggestion(s) do you have that will help low income residents in Cayuga and Seneca Counties know about and access the services they need.**

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**5. This question is for staff who have been with the Agency for less than a year:**

**A. When you applied for your position, which of the following people had heard of the Agency before you learned of the position:**

You

Your Immediate Family

Your Extended Family

Your Friends

**6. Please list any volunteer opportunities you know that are available for customers at the Agency and/or in the community.**

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**7. Please list any decision-making opportunities (boards, community councils, etc.) you know of that are available for customers at the Agency and/or in the community.**

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**8. Please check the programs/services that you know the Agency offers.**

- "Baby Think It Over" Lending Library
- Car Seat Distribution
- Domestic Violence Intervention Program
- Early Head Start
- Emergency Services (food pantry, prescription advocacy, housing advocacy, utility advocacy)
- EmPower NY
- Free Clothing
- Head Start
- Healthy Families Cayuga/Seneca
- Homeless Intervention and Case Management
- Online Food Stamp Application Assistance
- TASA
- Transitional Housing
- Wheels to Work
- Weatherization Assistance Program
- Youth Achieving at Work

**Please list any of the above programs/services you would like more information about:**

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**9. What technology would you like to have available to improve the efficiency and effectiveness of the Agency.**

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**10. What training(s) would you like to improve your effectiveness on the job?**

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**11. What do you see as Cayuga/Seneca Community Action Agency's greatest strength?**

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**12. What are some areas in which the Agency could improve?**

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**13. What opportunities do you see for the Agency to grow or become stronger?**

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**14. What challenges, trends, or issues are here or on the horizon that will likely impact our community?**

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