



Strategic Plan

2017-2020

Revised 2018, 2019

Approved by LEAP Board of Directors April 5, 2017

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Vision

Washington County LEAP will be known throughout the community as a highly effective non-profit agency that provides comprehensive, holistic, top-quality programs and outreach services to the public.

Mission

We support Individuals and Families in attaining Self-Sufficiency
By providing Services, Sharing Resources and through Community Collaboration.

We Value:

The Resiliency of the Human Spirit
Each Individual's Right to Self-determination
The Integrity and Professional Behavior of Our Staff
Our Customers' Engagement and Active Participation in the Services Received
Our Responsibility and Accountability for the Operation of Quality Programs

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Background: Washington County Economic Opportunity Council, Inc. (LEAP) celebrated its 50th Anniversary in 2016. Incorporated in 1966, LEAP is a 501(c)3 corporation, operating within the Community Action Network; with a solid package of Community Action programming (Head Start(HS)/Community Service Block Grant(CSBG)). In addition to Federal Funding, LEAP works in partnership with numerous local organizations and entities to deliver services such as WIOA, Heating Repair (LIHEAP), Senior Transportation and Food Pantry Services. Programs have been delivered consistently and proudly and are targeted at locally identified needs based on a Community Needs Assessment. As a Community Action Agency, LEAP is subject to the Performance Goals established by Federal Health and Human Services (HHS) – Office of Community Services. These standards set parameters for evaluation of one agency against another across the country. All Community Action Agencies are required to use a Performance Planning and Measurement System called ROMA (Results Oriented Management and Accountability)

LEAP is poised to plan how it will address the causes and conditions of poverty into the next 50 years. LEAP published a Community Assessment in October of 2015. This Assessment has been used by Senior Management to guide agency program changes and facilitate community discussion on how to address issues of poverty in Washington County. LEAP is preparing a new Community Assessment for 2018 – an Executive Summary of the 2018 (in draft status) was used to inform the 2019 revisions and is included in this document (p 13).

LEAP enters into this strategic planning process with a solid understanding of Community Need and the beginning of community partnerships and relationships to move forward with current and future programming opportunities. With those opportunities come challenges that include an uncertain political and funding environment, lack of unrestricted funding to invest in program growth and changes in Labor laws that will impact our recruitment and retentions of quality staff.

In January of 2018 the LEAP Board of Directors and Senior Management began a formal strategic planning process. The Goal of the process it to review and update the Strategic Plan. Senior Management prepared SWOT Analysis of the overall agency. Program Directors prepared a deeper dive into individual programs and grants to demonstrate the opportunities and challenges that we are currently facing. During a day-long Retreat the Board and Senior Management engaged in a robust discussion of the issues and maintained the following areas for the Strategic Objectives moving forward through 2020.

1. Branding and Agency Identity
2. Staff Recruitment, Retention and Development
3. Programming Infrastructure and Opportunities for Change
4. Fund Development

The Board determined that within each of these Objectives we need to focus on Sustainability. The Board defined this as looking for ways to ensure that our programs are relevant to community need, demonstrate balanced risk/benefit and are financially viable in both the long and short term.

The Board then charged the Senior Management of the Organization to go back and expand on these objectives to develop a Strategic Plan that conforms to the Performance Standards of Community Action, Head Start and other grant funded programs, and will allow us to work within the constricts of ROMA. The Board further charged Senior Management to adhere to the following priorities as they address these objectives.

1. Maximize the funding that we have available while maintaining the highest level of services to our county. Decrease reliance on only grant funding, develop a planned process of Fund Development with long term goals of stable sources of non-federal, unrestricted funds
2. Clearly define the community/service region and boarders that our programs serve. Use new Branding and Marketing Campaign to increase enrollment to underserved areas that have not been or are underserved by other providers. (Vermont Board)
3. Maintain a focus of sustainability for current and future service package. Sustainability is defined as looking for ways to ensure that our programs are relevant to community need, demonstrate balanced risk and are financially viable in both the long and short term
4. Address staff issues/concerns regarding recruitment/retention. Understanding the difference between overall retention and retention within individual program areas. Supporting ongoing training for staff to improve professional skills and program operations.
5. External Branding – Public perception and relationship building. Development and implementation of Rebranding and Marketing in partnership with Trampoline and Mannix Marketing that was authorized in 2017.
6. Expand/Refine/Retain funding opportunities (Folded into #1 above in 2018)

What follows is a full exploration of the opportunities and challenges of successfully implementing the Strategic Objectives within the parameters of the priorities approved by the Board. It is the intention to use this plan as a basis for an agency wide work plans that can be reported on regularly and amended as necessary.

Strategic Priorities

2019 Update – In January of 2019 we began our strategic planning process. Successful rebranding of our agency during 2018 to LEAP is driving a different conversation and focus for the coming year. Our SWOT analysis highlighted the areas of concern and opportunity across the agency,

including accomplishments and gaps from the 2018 plan. We also looked at that analysis through the responsibility lens to identify Board, Program and Shared responsibility concerns. A copy of that analysis is attached to this document.

At the end of a day long Board retreat the Board maintained the Strategic Priorities outlined above but provided strategic goals and strategies within in each priority as follows:

1. Agency Identity and Branding
 - a. Execute Public Face of LEAP – Continue to build the message of LEAP within the community.
 - i. LEAP as an organization worthy of giving.
 - ii. Community Engagement – LEAP as the provider of choice, LEAP as the Employer of Choice and LEAP as a recognized community leader in the conversation on poverty, resources and development.
 - iii. Strategic Public/Private Partnerships – focused strategic partnerships that are built on brand recognition and Mission focused on areas of identified needs.
2. Staff Recruitment/Retentions/Development – Focus on LEAP as employer of choice with improved recruitment and retention of high-quality agency staff.
 - a. One Agency Focus
 - i. Whole Family Approach - Build toward the Community Action Network initiative of the whole family approach to help individuals and families move toward self-sufficiency – recognized long term goal.
 - ii. Trauma Informed Model of Care and Assistance – Many of our families and children have experienced some form of trauma, therefore requiring a different level of understanding. In light of the effects of the National Pandemic (Covid-19) trauma will be evident. We need to change how we help people, so they can be best helped.
 - b. Maintain Salary/Benefit Equity
 - i. Internal – ensure that our salaries for similar positions and duties are comparable.
 - ii. External – maintain salary equity within industry networks and keep up with mandated increases in NYS minimum wage.
 - c. Retention Focus – improve retention rates and reduce long term vacancies.
 - d. Safety – ensure that staff are prepared and enabled to prevent spread of COVID-19 while at work through policy development and training to ensure safety.

3. Program Infrastructure and Opportunities for Change
 - a. One Agency Focus – further reduce silos between programs to provide seamless services to customers
 - i. Data Capacity – improve data collection to reduce redundant entry of client info in multiple systems.
 - ii. Staff Functions – identifying opportunities for cross training, consolidation and cooperation across programs.
 - b. Maintain Operational Excellence – continue operating deficiency programming
 - c. Data Driven Strategic Decisions – improve data collection to focus on outcomes. Use data to drive programming decisions and budgets
 - d. Community Engagement – provide opportunities for consumers and community members to volunteer, advise and support agency operations.
 - i. Strategic Public/Private Partnerships –
 - e. Technology Infrastructure – Refresh policies to allow for more work from home opportunities for staff in order to prevent and contain the spread of Coronavirus. Upgrade tools (computers, laptops) to enable staff to do their jobs fully from another location. Invest in cloud based intranet systems for data collection, and sharing of files and information. Upgrade software to enable virtual learning experiences for children, staff, and clients.
4. Fund Development
 - a. Committed Fund Development Plan
 - i. Volunteers
 - ii. Board Roles
 - iii. Staff Resources
 - b. LEAP as an organization worthy of giving.

Strategic Priority #1 – Branding and Agency Identity – 2019-2020

LEAP is the second largest not-for-profit entity in Washington County (Fort Hudson Health Systems is the first). LEAP was formed by the County fathers to draw in the funding available in the Economic Opportunity Act in 1964, there has always been close organizational and programmatic ties between the County and LEAP.

Building on work completed through our partnership with Trampoline Design we will work to build the public face of LEAP in 2019. The Board is committing continued resources to Brand Development with Trampoline and bringing in a dedicated individual to support Outreach, Community

Engagement and building partnerships and relationships that support internal program operations and ongoing conversations on Poverty and Community change.

Our connections within the community are mostly related to service and programming. Branching out and establishing ties to the business community through participation in the regional chamber of commerce, service organizations and with School districts all have begun to raise awareness of LEAP as a stand-alone entity worthy of support and partnership. We still have issues “telling our story” in a narrative that captures the imagination and willingness to be part of broad-based community change.

The hallmark of a high-performing Not-for-Profit is a strong and dedicated Board of Directors; in addition to staff, they are the greatest public voice for LEAP. LEAP is governed by a Tri-partite Board as established under Community Action Legislation. Balancing membership between Elected Officials, Community Members and Representatives of Low-Income/Customers creates unique challenges and opportunities moving forward. Recruiting new Board Members for vacancies is challenged by having to first identify individuals who fit the open category and who are also willing to serve. Improved branding and messaging will improve board recruitment. As the Agency emerges as a known community entity we would hope that membership on the Board becomes a valued privilege.

The Board has taken significant steps toward engagement in the governance of LEAP. New Board leadership has contributed to greater transparency and involvement by the Board in discussions and active decision making. Building on these changes is vital to the Agency’s continued growth. Changes to the By-laws that govern the structure and expectations for the Board will support future development of the Board. A survey of the Board at the end of 2018 highlights improved communication, more transparency and better problem solving as being important achievements on the Board. The Board survey offered a desire for more Board led discussions and decision making. The Board is determined to engage in a more planned Committee Process to allow for more detailed program discussion outside of Board Meetings – allowing Board meetings to be more about Policy and Advocacy, with the conversations led for and by Board Members.

The Board needs to develop a development plan to improved member training, recruitment and succession planning to ensure that the officers of the Board continue to take the agency forward in a planned way.

Strategic Priority #2 – Staff Recruitment, Retention and Development 2019-2020

LEAP employs approximately 130 full and part-time staff, with a \$4.1M annual payroll. Without our staff we could not operate high quality programs. External mandates for increased minimum wage, and other changes to Labor laws, are going to have significant impact on available

resources, scope of services and staffing structure. Changes to the wage and hour regulations governing exempt status impacted our status in late 2016 – the uncertain political and funding environment leaves many unknowns as to what further impacts we will have to adjust to in the coming years. NYS has enacted a minimum wage increase that will phase in over the next 3 years. At this time there is no corresponding increase in the Federal minimum wage – since most of our funding is federal in origin we cannot reasonably assume increased grant funding to bridge this increase. If all things remain equal it will cost LEAP \$250,000 per year for every dollar per hour increase in minimum wage. The proposed increase from \$9.70 (in 2016) to the \$12.50 will mean an increase more than \$600,000 in payroll costs over the next 3 years. We presume that these funds will have to come from the development of unrestricted funds.

LEAP; as with most not-for-profits in general, and Community Action Agencies specifically, does not pay salaries and/or benefits that are consistently competitive with the government/private sector. While we are at or above comparable salaries within our networks (Community Action and Head Start specifically), we are unable to compete with salaries within our community. We continue to monitor regional pay rates when openings are available and to date remain in the low to mid-range for regional starting salaries. Unemployment is currently at 4.9%, which puts us in a worker's market. Competition for individuals with the necessary skills in areas such as education and Health professions have left vacancies in staffing for greater than 90 days, which impacts our program operations. We continue to find resources to support services provided by high demand professions such as Nurses and Mental Health to be able to maintain our ability to operate our programs when we cannot hire necessary skill sets to meet program requirements.

Over the last several years have LEAP has successfully standardized payroll, HR practices, benefits and staff development to improve our staff's perception of "One Agency". Communication and transparency of actions at all levels must be consistent across all programs and at all levels of operations from Senior Management to the last person hired. There must be clear pathways to communicate changes to policy, practice and programs that allow all staff to hear those changes, participate in decision making as appropriate, and voice concerns in a way that demonstrates value and respect between and among all staff.

To be competitive as a non-profit employer we are going to have to develop a message and strategy to engage job seekers in working for a mission driven organization. A strong benefit package should allow us to engage in that conversation. Continued conversations around benefit, value to today's younger emerging workforce and a willingness to change our benefit package to meet current job seekers needs and want if vital to our ability to recruit highly qualified staff.

Retention is also of importance. Our willingness to invest in the professional development of our staff is vital to maintaining mission driven workers. We also need to recognize that emerging workers are more highly mobile and willing to move jobs and careers to meet changing

personal and professional needs. The era of people entering lifetime employment with a single organization is past. LEAP should respect and support the mobility of our new workforce and focus on ensuring that our workers are supported to achieve their goals – even when it takes them beyond our agency. LEAP can and should become a recognized employer and trainer of high-quality professional staff that are welcomed in the larger employment world.

We will continue to right size program structure and service levels to ensure that we maximize available funding, supporting staffing necessary for program standards at salary and benefit levels that ensures competitive recruitment and retention of quality staff.

Strategic Priority #3 – Programming Infrastructure and Opportunities for Change 2019-2020

Programming Infrastructure – Increased emphasis on performance management and attainment of measureable outcomes as a condition of grant funding is the new reality for grant funded programs. The ability to record, maintain and analyze program operations to support those needs will require a necessary investment and use of new and better technology. Handling technology needs is necessary not only to operate those programs we are currently providing but necessary to be able to initiate any new programming in the future. LEAP’s pathway to technology use is as varied as its programs and the diversity of its program locations. In light of the recent Coronavirus (COVID-19) pandemic, it is necessary to upgrade all technology to ensure that staff can do all aspects of their jobs remotely.

As currently configured there is no single technology source, provider or support network that works across all programs – nor is there a unified way to make technology decisions that takes into consideration impacts of one choice on all. By the location of some programs and administration within the Washington County Municipal Center the County plays a large role in the provision and support of technology to LEAP – Internet, Phone, email and Websites are all supported within the County Systems – which comes back to the agency as in-kind support. Head Start; because it exists outside the county systems and is geographically spread across the county; purchases those same support systems from a private company. The separation of the 2 systems limits communication and perpetuates the separation between the program and the agency.

In 2018, LEAP transitioned to a single email platform, this has been very supportive of improved communication and messaging for staff. A new website has initiated a Staff Portal allowing all staff access to policies, forms and Human Resources online.

LEAP needs to continue coordinating technology, including documents sharing and data management. Cloud based technologies will facilitate this changed. We need to invest in improving our staff’s use and understanding of data and the importance of data management across all programs. When required to work remotely to ensure safety of all staff and clients, a cloud based platform is required to share agency files.

Coordinated technology will also allow us to maintain the records necessary to manage and report outcomes. Outcomes measurement and Quality assurance is a unique skill set – we will have to either develop the capacity to across all our programs to meet funding and regulatory mandates.

Opportunities for Growth – As noted we are heavily reliant on Federal and State Grant funding – with little opportunity for the growth of unrestricted funding to invest in other programs and services. Consolidation of financial systems has allowed us to monitor spending and use existing grant resources more effectively to maximize our ability to retain and convert unrestricted funds. We need to identify, within individual programs opportunities for expansion of services that complements our existing programming and allows us to diversify revenue without significantly increasing expenses.

Some of our best opportunities for growth may lay in diversifying our existing programs to meet identified community needs. We need to identify opportunities to offer the services and support in a way that allows for increased private investment – either by consumers or corporate donations. Our community needs assessment should identify opportunities for value added programming that can allow us to further enhance our unrestricted resources. We have reapplied for our Medicaid provider number for transportation services.

Recent State initiatives around Universal Pre-K and Regional Economic Development Grant opportunities allow us the best opportunity to bring in additional funds through collaboration and partnership with other programs and service providers. As a 501(c)3, we can act as a funding pass-through for community projects without having to bear the cost of additional program operations, such as space and staff. By balancing our mission with our resources, our goal should always be to ensure that the programs and services necessary to support the development of self-sufficiency within our community are available, not that we are responsible to deliver all those services ourselves.

Strategic Priority #4 – Fund Development 2019-2020

LEAP is currently funded with at least 80% grants, primarily from federal sources. In the current political and economic environment that degree of dependence on public funding is dangerous to long term sustainability of programs, support for staff and overall community impact. The overall need to develop additional resources is necessary to meet matching requirements for new and future grants, allow innovation of programs and services and allow us to remain responsive to the changing needs of our customers, our staff and our community. In addition to the uncertain environment of our funding sources, there are other economic and business realities that we are going to have to address to remain operational in the future – These things include an increase in NYS minimum wage with no corresponding increase in the federal levels

and a need to increase wages for professional positions to meet local wage comparability (comparability with salaries and wages outside of the Community Action and Head Start Network – primarily at this point the Public School Systems). The long-standing thought of we will just “Do more with less is no longer realistic”, reductions in funding, loss of grant revenue without making efforts to increase available funds will simply mean we “Do less”.

Fund Development should not be limited to increasing cash in the bank alone, but must include cultivation of donations of in-kind services, materials and resources that support program operations. Leveraging these non-cash resources for things we are currently paying for will free up current grant funds in programs such as CSBG that can be used to support innovation and development of other programs and services. Our priority will be identifying activities, contracts, relationships and interactions as potential sources of match for existing grant funds – Sufficient in-kind resources to match existing grants will allow us to use actual cash donations in a much more discretionary way (as allowed under NFP Law and OMB guidance). It is clear however that we will not be able to rely solely on in-kind as match for federal grants – due to some of the other economic factors discussed above.

LEAP needs a short and long-term plan to grow cash donations from individuals, business and organizations to allow us to meet our mission. That plan should be targeted, mindful of the economics and resources of the area we are soliciting from. We estimate that we need to develop a long-term fund development plan for \$500,000 to \$600,000 annually (cash and in-kind). The scope, resources and skills necessary for this kind of development need to carefully and fully investigated and stepped out over an extended period to ensure a positive outcome.

2017/2020 Community Needs

In September of 2019, the Board of Directors approved a comprehensive Community Assessment of needs and resources within Washington County. The Assessment included demographics and the findings of other regional assessments, reports and coalitions to identify relevant causes and conditions of Poverty in Washington County.

The following issues were identified as contributing to Poverty within the County

1. **Income** – Median Household income in Washington County is below state and national averages. Median income for Female Head of household is approximately \$10K less than Male Head of Household

2. **Housing** – There is a distinct lack of income subsidized housing. Existing units have significant wait lists as well as having waitlists for housing vouchers to reduce the cost of FMR units. This pushes many low-income individuals out of community centers into substandard housing units with a greater incidence of housing exploitation and social isolation.
3. **Transportation** – 7% of the residents of the county do not have access to transportation. There is limited access to public transportation and for hire transportation is expensive, coming primarily from the Glens Falls Area in neighboring Warren County. Numerous programs offer medical transportation, but there is still unmet need. There is little or no availability of transportation to get to employment or educational opportunities.
4. **Health and Nutrition** – Washington Co. ranks 38th out of 62 counties for overall health. In looking at the data supplied by County Health Rankings, the social determinants of Health (education, transportation, housing, food security) have the largest impact on health – Improvements in these areas also off the greatest opportunity to improve overall county health.
 - a. Nutrition ranks high as one of the prime impacts on overall health – access to affordable, quality food is very difficult within Washington County – there are currently 4 major grocery stores in the county, numerous \$\$ stores (with expanded food sections) and convenience stores – smaller communities rely on convenience store for staples, with higher costs and limited selections. A broad array of food pantries seeks to support individuals with limited access to food – but they are limited themselves to hours of operation and capacity to meet local needs.
5. **Employment** – as noted unemployment is currently at 4.9% in Washington County. There is some sense that this is close to maximum employment for the county. When you look at where people are employed it is primarily in lower wage, service sector employment. While this means that we have significant numbers of households with income we have a very high percentage of working poor. This anomaly is reflected in the high level of poverty of individuals 18 -21 years of age – Jobs that would have been available to this group previously are now being taken by their parents and grandparents – There are limited opportunities to access entry level positions to gain employment skills for later in life.
 Due to the COVID-19 pandemic, unemployment in Washington County has increased to 23%. L.E.A.P. needs to respond utilizing the Career Center to help develop skills for the unemployed, help build local businesses back up, and match the unemployed to the employer.
6. **Social Services and Supports** – The county municipal government is the primary provider and payer of services that supports low-income individual – All services are generally located centrally at the County Municipal Center in Fort Edward – making access challenging to people in the outlying areas of the county.

In the assessment feedback from consumer of services as well as our partners within the community prioritized employment, housing and health care as the most important issues. While providers indicated that these priorities were important to the consumers that they served, they also

felt that these were issues across the county. Consumers were naturally focused on their individual needs and did not perceive this to be a problem for the larger population. It is this isolation and overwhelming sense of being “along in their need” that challenges our ability to impact the causes and conditions of poverty.

In the months following the release of the Community Assessment, LEAP held community forums and focus groups to examine the information within the assessment and provide recommendations for steps to move forward. What was very apparent to the community groups was that alleviating any one cause or condition of poverty by itself would not be effective in reducing overall poverty in Washington County.

Acknowledging the need to comprehensively address the causes and conditions identified in the assessment the group added these strategies and a mechanism to address the issues across the county

1. Promotion of a consistent and cohesive view of poverty – Recommending the adoption of Ruby Payne’s body of work, *Bridges out of Poverty* as a foundation for understanding the nature of poverty with guiding principles to apply to how we address the identified causes and conditions of poverty.
2. Create locally accessible opportunities to access current and future services that are locally driven and trusted – This is a recognition of the size and diversity of the county – each community possesses unique values, priorities and needs, one size fits all service delivery does not meet those needs effectively.

Since these Strategies were put forth – LEAP has been a leader in implementing *Bridges out of Poverty* within Washington County, successfully working with community partners to train and promote Bridges principles to service providers, schools, churches, and communities. LEAP is actively promoting the recognition of Washington County as a Bridges Community. LEAP was invited by Washington County to take a leadership role in promoting strategies necessary to address poverty within the county as the Lead for the county’s participation in the National Association of Counties Rural County Challenge. In late 2016 the county, with LEAP in a leadership role, was selected to participate in a yearlong strategic planning process with the University of Wisconsin’s County Health Rankings Organization to develop an implementation plan for Community Outreach Centers throughout the county that are locally accessible, trusted and based on locally identified needs.

Community Need 2019

Executive Summary of the 2018 Community Assessment

In 2018 Washington County Economic Opportunity Council Inc. became L.E.A.P. with the sole purpose to provide a better opportunity to present our mission and purpose to the Washington County Community. Our new Name and Brand support our Mission and Values and we are ready to move forward to address the needs identified in the 2018 Community Assessment.

Poverty by the Numbers

In 2018 the FPL for a family of 1 is \$12,140 annually; The FPL for a family of 4 is \$25,100. The FPL or some percentage of the FPL is used to determine eligibility for all publicly funded programs. The published poverty rate in Washington County is 12.87% (2016), which is less than the 2013 rate of 13.24%. This rate continues to be below the state (15.47%) and national (15.11%) average for the same period. (The Poverty rate is the composite percentage of the population living in households with income below the Federal Poverty Level (FPL)).

12.1% of all households in Washington County live in Poverty, compared to a national average of 14.8%. 8.4% of all Family households live in poverty (1376). Female Head of Household families are more likely to live in poverty (56.4%) than Male Head of Household families (16.3%).

Poverty for Children under the Age of 17 is 18.8% (down from 21.7% in 2013). Within that, of the children 5-17 18.9% (1,719) are in poverty. The Poverty rate for Children 0-4 (3073) is 16.8% (555); a significant reduction from the 26.44% (848) in 2013 for the 0-4 demographic. Of children 0-4, little boys are more likely to be in poverty (371/23.1%) than little girls (184/13.19%)

There has been a 4.2% decline in the total number of children under that age of 4 since 2013 (3207). The reduction in children is supported by County Birth statistics, which are down over the same period, and anecdotal school enrollment projections anticipating declining enrollment.

A vulnerable population that has emerged over the last several years is young adults age 16-24. Information published annually in County Health Rankings, by the University of Wisconsin shows a growing segment of this age demographic is living in poverty. In 2017/18 they identify that 21% of “Disconnected Youth” in our county live in Poverty. The University of Wisconsin defines this demographic as teens and young adults age 16-24 who are neither working nor in school. National averages are estimated at 12%.

The Impact of ALICE

In 2012 The United Way launched the *ALICE Project* to provide a framework and language to measure and understand the struggles of a growing number of households in our communities that do not earn enough to afford necessities. ALICE (Asset Limited Income Constrained, Employed) offers a profound look at the challenges of addressing the needs of the “working poor”. ALICE households are those households whose income is above the FPL but below an Estimated Household Survival Budget that takes into consideration the bare necessities of living (Housing costs, child care, food, and transportation, Health Care, Miscellaneous Costs, and Taxes). In September of 2018 the second ALICE report was issued for

NYS. In this study, of the 24,027 households in Washington County 42% (10,091 households) are living without enough resources to meet a minimum standard of living (12% in Poverty and 30% ALICE).

The ALICE Project estimates that a household of 1 in Washington County needs \$21,468 to remain stable in their communities versus the FPL of \$12,140. For a family of 4 the difference is even starker – The ALICE Project estimates for a 4-person household (2 adults and 2 children) the annual income for stability is \$65,328, the FPL for that same family is \$25,100.

ALICE households are at significant risk of falling back into poverty and place stressors on the social safety net that in many cases income eligible are not able to address. Income guidelines/eligibility prohibits or limits assistance to ALICE families.

Poverty Redefined

As we begin to look at poverty in not only the *absolute terms (how much money is available as determined by national measures)* but also take into consideration the causes and conditions of poverty: access to housing, transportation, educational child care, and health care (resources) the challenges of addressing poverty in Washington County become more apparent.

It is important to remember that the competition for resources is not limited to those whose incomes are below the FPL. When you consider that an additional 30% of county households are also struggling, the challenges to the most severely under resourced individuals and households are only compounded.

In 2015 LEAP embraced the Principles of Bridges Out of Poverty as a foundation for understanding Poverty and its impact in our community.

Bridges defines poverty as ***“the extent to which people do without resources”***.

Resources are not limited to financial but include physical, spiritual, education and emotional resources as well.

While our numbers of individuals in absolute poverty is below average and getting smaller, the gaps in resources to help those remaining becomes the biggest barrier to self-sufficiency that we face.

Resource Needs

Surveys administered in 2018 to our Community, Partners and Staff identified the following gaps in available resources:

Community Members, including our customers identified the following needs in the Community – in these cases there was an agreement between what they saw as their personal need and what they saw as a need for the larger community.

Transportation – there is limited or no public transportation available in most areas of the county. Established programs focus on medical transportation only. There is no availability of transportation for other purposes including employment.

Housing – a Study completed by Washington County in 2018 identified the lack of affordable housing as a primary driver of homelessness in the county. Limited number of income subsidized housing/housing vouchers make finding and staying in affordable housing very difficult. Significant portions of the population spend greater than 30% of income on housing costs (both owners and renters).

Employment Opportunities – Washington County enjoys a very low unemployment rate (at about 3%), however, jobs are available in the service or retail industries which is primarily at or only slightly above minimum wage. There are jobs available in sectors that could offer the potential of higher incomes and greater stability, but lack of transportation, education and housing prevent people from accessing those positions.

Our Community Partners identified the same gaps in resources for the county. 2017 into 2018 have seen significant efforts across multiple sectors to identify ways to increase/improve these resources. There are active community groups working across our region on transportation, housing and employment resources.

Our staff recognizes the value of our services to individuals in poverty – acknowledging the gaps identified as barriers to our customers’ success. Our staff also recognizes that ALICE presents a group of people within the county who could benefit from our services but whom we are unable to help due to income restrictions.

LEAP Services to address Community Need

LEAP operates high quality services to support individuals and families whose incomes are below 120% of poverty as evidenced by program and grant evaluations with no deficiencies or areas of concern.

In addition to early childhood support through our Head Start program we offer transportation to seniors and will launch a Medicaid transportation program in Spring of 2019.

Emergency Assistance is targeted at helping homeless and those in danger of becoming homeless to keep and or maintain stable housing.

As the WIOA partner for Washington County we provide job search and skills development for unemployed and underemployed individuals. (This is the only grant funded program without income or demographic qualifiers)

The demographic of the County in need of resources to remain stable is ALICE – those individuals above the poverty line and below the ALICE stability level. Some, but not all, public programs provide support to these individuals (HEAP and childcare subsidies). Unfortunately, this group is impacted greatly by the “benefit cliff”; the point at which income exceeds eligibility, that comes significantly before they have reached the level of sustainability.

Recommendations and the Path Forward

If we look at resources as the rungs on a ladder, a tool which individuals use to climb out of poverty, ALICE already has their place on the ladder leaving little or no room for those below to climb up and out of poverty. Without a community wide effort to address the challenges for ALICE there are severe limitations to available resources for those living in poverty.

LEAP is uniquely positioned to support the needs of all residents in Washington County, based on our Mission, Values and the needs identified in our 2018 Assessment. The following recommendations follow the findings of our Community Assessment

1. LEAP should continue to operate those programs that support individuals and families whose incomes are below 125 % of poverty. Leverage the connections to Head Start families to provide additional services and supports including transportation, employment program and housing assistance. Identify opportunities to reduce silos within our existing programs to ensure that we are maximizing our existing agency resources and providing services as efficiently as possible.
2. LEAP should identify other funds and resources outside of grant funding to build/expand on current resources to include ALICE. Public/private partnerships to address employment/transportation needs Fund Development to bring in unrestricted money that can be used for individual and community needs for those who are not otherwise eligible for assistance or to address a gap in services.
3. LEAP should be a Community Advocate for community wide solutions to address identified need in Washington County. Be the “Thought Leader” and encourage Partnership, Collaboration and Investment across all sectors to address problems.

Community Needs and the Strategic Work Plan

The Strategic Plan guides our agency activity for the next 3-5 years. The identification of challenges and opportunities allows us to develop measurable projects and activities that support our Mission and achieve our Vision of becoming a Robust, Performance Driven Not-For-Profit. Achievement of Goals and outcomes will become the expectation of all Grants, public and private going forward.

Outcomes from 2017/2018 are identified in **Blue**

New or existing items in progress for 2019 are identified in **Red**

Work Plans for 2019 are attached and consistent with ROMA Next Generation Goals Planning

ROMA (Results Oriented Outcome Management and Accountability) is a Management System developed as part of the *Government Performance and Results Act, 1993* to measure program effectiveness by focusing on results, service quality, and customer satisfaction. ROMA is the Management Standard that all Community Action Agencies are required to use to measure performance. Community Action measures its impact across 3 domains – Individuals/Family, Community and Agency. In 2017 and 2018 ROMA revised its national goal from 6 to 3 and in 2019 we conducted our planning and goal setting with these in mind:

1. Individuals and Families with low incomes are stable and achieve economic stability **(Individual/Family)**
2. Communities where people with low incomes live are healthy and offer economic opportunity **(Community)**
3. People with low-incomes are engaged and active in building opportunities in communities **(Community)**

Under each goal are 6 domains within which Community Action works employing Strategies (STR) at the community level, and Services (SER) to individuals and families, to achieve measurable outcomes through accepted indicators (NPI). The 6 domains are as follows:

1. Employment
2. Education
3. Income/Infrastructure and Asset Building
4. Housing
5. Civic Engagement and Community Involvement
6. Misc. Services Supporting Multiple Domains

ROMA dictates that all programs and services support a Community Need identified through a Community Assessment. The Strategic Work Plan identifies strategies that meet those needs and support the Priorities established by the Board of Directors as outlined in this Plan. Over the life of the Strategic Plan; activities, services and projects will be undertaken to address the needs in support of our Strategic Priorities. The success of those activities will be measured by the documented achievement of outcomes defined by the performance indicators.

2019 Update

Following the 2019 Board Retreat Program Administration worked with Board Committees to identify a workplan of program activities and how they supported the strategic goals set by the Board of Directors (p 27). When the FY 19 CSBG refunding application is prepared each of those actions will be tied to the submitted work plan and outlined on the Board work plans. Board committees will be provided with updates on the success in meeting workplan goals and in turn have access to understanding the success of the Board's Strategic Vision.

Senior Management will be responsible to report to the Board of Directors and interested Advisory and Policy Councils as to the progress on this plan. It is imperative that those bodies are able assess the success or failure of specific activities and make recommendations to adjust strategic priorities in a planned way.

2020 Update

January: The Board Retreat focused only on Fund Development. The Board and senior administrative staff were educated on what fund development and fundraising means. This is a new concept for the L.E.A.P. board and agency. The Board members were learning to identify what level of fundraising they are comfortable with as fundraising is more than just asking for money. Over the next year, the board will identify these individual skills and participate in fund development activities.

March: COVID-19 affected Washington County starting March of 2020. The County declared a state of emergency and closed to all operations on March 19. L.E.A.P. was forced to work remotely, and identified several areas of need in order to do this effectively with very little interruption to services. L.E.A.P. followed the State's recommendations and policies for "staying at home to reduce the spread". That level of safety continued for approximately 11 weeks before initiating a plan to slowly return to work with 50% capacity. How we do business and interact with the community needs to change to maintain social distancing and keep staff and clients safe until we all have full immunity. L.E.A.P. needs to change policies, procedures, and work spaces in order to do so. This will be the focus of the agency over the next several months.

Strategic Work Plans – 2017/2020 – Update 2019

Short- and Long-Term Goals

Individual/Family	Community	Agency Capacity
<p>Goal 1 - Low Income People Become more self-sufficient – Outcomes from supportive activities necessary for the movement towards self-sufficiency and the reduction and elimination of barriers preventing self-sufficiency. Self-Sufficiency is more than employment and employment related activities.</p>	<p>Goal 2 – The Conditions in Which Low-income People Live are Improved – Outcomes that describe the allocation and focusing of public and private resources for antipoverty purposes, improvement in the community infrastructure, and creation of employment and other resources to support low-income people in their transitions toward self-sufficiency.</p>	<p>Goal 4 – Partnerships among supporters and Providers for Services to Low-Income People are Achieved – Outcomes measure the impact of partnerships and collaboration on clients and the communities.</p>
<p>Strategic Objectives- Improved Program Infrastructure and Opportunities for change, Improved Staff Retention and Development Strategic Priorities – Sustainability of programs and Services, maximize existing and future funding, Fund Development to meet identified needs. Community Needs – Employment, Accessible Services, Improved Income, Education Opportunities, Health and Nutrition Current Agency Resources – Career and Family, Head Start, Bridges out of Poverty</p>	<p>Strategic Objectives – Agency Branding, Fund Development Strategic Priorities – Maximize current and Future Funding, Sustainability of current and future services package, External Branding Community Needs - Access to Services. Transportation, housing, employment Current Agency Resources – Career and Family Services, Head Start, Bridges out of Poverty, Board of Directors</p>	<p>Strategic Objectives – Agency Branding/Marketing, Fund Development Strategic Priorities – Definition of Community Boards and Service Regions, Fund Development Community Needs – Access to Services, Nutrition Services, Education, Housing Resources Current Agency Resources – Head Start, Career and Family, Bridges Out of Poverty, Rural County Challenge, Board of Directors, Administration</p>
<p align="center">Board of Directors</p>	<p align="center">Board of Directors Update for 2018 – Board will approve a Branding/Marketing Campaign that will support the implementation of public private partnerships to support community engagement to improve the conditions in which low income people live.</p>	<p align="center">Board of Directors LEAP BOD will use their individual and collective resources to develop community partnerships and relationships to promote the interests of low-income individuals in the community</p> <ul style="list-style-type: none"> • Participation in advocacy efforts with

		<p>elected officials to ensure continues program operations – in progress 2018</p> <ul style="list-style-type: none"> • Development of advocacy agenda that accurately represents the consensus of the BOD that can be used by Agency Administration and Sr. Management in Public Outreach – in progress 2018 <p>LEAP BOD will support the recognition of donations from individual and community organizations to encourage public giving</p> <ul style="list-style-type: none"> • Thank-you notes for all donations – in Progress 2018 • Identification of Sources of Public and Private Donations within their individual spheres as appropriate and able. Waiting for the implementation of Marketing Plan
<p>Administration/Agency</p>	<p>Administration/Agency</p> <p>LEAP will promote the development of Community Outreach Centers by local communities and organizations based on locally identified priorities – in progress 2018</p> <p>LEAP will support the voice of low-income people through the promotion of Bridges Out of Poverty- in progress 2018</p>	<p>Administration/Agency</p> <p>LEAP will maintain leadership role in Countywide discussion of poverty through participation in Rural County Challenge project/Development of Community Outreach Centers. – Continues 2018</p> <p>LEAP will develop a Fund Development Plan which will increase partnerships with local businesses and organizations to increase in-kind and local sources of income. Waiting for Branding, Marketing Campaign adoption - 2018</p> <ul style="list-style-type: none"> • Non-Fed Share sources/HS/EHS developed \$350,000 of new or additional in kind for HS Grant - 2018 • FFS opportunities for Housing and Energy Services – in progress 2018 • Grant Funds to support Expansion of

		<p>Existing and Future funding outside of Federal Sources</p> <p>LEAP will develop community recognition of LEAP as vital nonprofit resource in the community that cultivates public and private donations to improve access to services for low-income people. Will incorporate Branding and Marketing Message into Fund Development Activities - 2018</p>
<p style="text-align: center;">Family Development</p> <p>1. We will provide full-day programming for all enrolled center-based children to extend learning hours that will lead to improved school readiness. Impact: All Head Start children will have skills necessary to enter kindergarten with a solid foundation for school readiness. Families will have affordable, safe daycare for their children allowing them to return to or obtain full time employment.</p> <p>Discontinued- New Long-Term Goal 2018: LEAP will become the community leader in early learning and family resource development to assist parents in moving out of poverty.</p> <p>Short Term Objectives:</p> <ul style="list-style-type: none"> • Extend all programming to full day- Discontinued • Reorganize Staffing Structure- Completed 7/1/2017 • New Objective: Increase enrollment through full marketing plan- in progress 2018 	<p style="text-align: center;">Family Development</p> <p>1. Head start will foster a mutually beneficial relationship with families and community stakeholders to improve parent and community engagement and achieve a healthy, safe, family-oriented community. Impact: Families will be fully engaged in their child’s early learning experience and will achieve success in the PFCE Seven Family Outcomes and be able to support their child’s growth and development as they progress through the education system, and therefore becoming more self-sufficient.</p> <p>Washington County LEAP, Inc. HS/EHS will identify district partners and community organizations throughout the county as evidenced by signed MOUs and/contracts with all 11 school districts and 6 community partners. Progress continues for 2018.</p> <p>2. Provide exemplary support and opportunities for ongoing skill development to enhance staff feelings of</p>	<p style="text-align: center;">Family Development</p> <p>1. Head start will foster a mutually beneficial relationship with families and community stakeholders to improve parent and community engagement and achieve a healthy, safe, family-oriented community. Impact: Families will be fully engaged in their child’s early learning experience and will achieve success in the PFCE Seven Family Outcomes and be able to support their child’s growth and development as they progress through the education system, and therefore becoming more self-sufficient.</p> <p>Washington County LEAP, Inc. HS/EHS will identify district partners and community organizations throughout the county as evidenced by signed MOUs and/contracts with all 11 school districts and 6 community partners. Progress continues for 2018.</p> <p>Through a marketing plan, Head Start will receive tools to better explain what we do, making it easy for outside</p>

<ul style="list-style-type: none"> • Submission of Conversion/Reduction application to bring enrollment in line with community need. <p>2. Head start will foster a mutually beneficial relationship with families and community stakeholders to improve parent and community engagement and achieve a healthy, safe, family-oriented community. Impact: Families will be fully engaged in their child’s early learning experience and will achieve success in the PFCE Seven Family Outcomes and be able to support their child’s growth and development as they progress through the education system, and therefore becoming more self-sufficient.</p> <p>Washington County LEAP, Inc. HS/EHS will identify district partners and community organizations throughout the county as evidenced by signed MOUs and/contracts with all 11 school districts and 6 community partners. Progress continues for 2018.</p>	<p>competence and professionalism and be recognized regionally as a desired place to work.</p> <p>Impact: Staff will enjoy a positive environment in which to promote high performance which will lead to the organization’s mission to be integrated with employee practice yielding the best possible outcome of services to children and families. Short Term Objectives of identifying a professional development model, training staff to the model, and initiating and maintaining monthly professional development meetings have been completed.</p> <p>New Organizational structure provides more support to direct line staff through supervisors who are in the same building as teachers, and mentor opportunities through the evidenced based model of practice-based coaching.</p> <p>For 2018: Focus on individualizing training to ensure higher skill development as part of succession planning for the FD program.</p>	<p>organizations to refer to LEAP.- New and in progress for 2018.</p>
<p align="center">Career and Family Services</p> <p>Short Term</p> <ul style="list-style-type: none"> • Cross training staff to fill future gaps in staffing. • Launch 2 sessions of Getting Ahead 	<p align="center">Career and Family Services</p> <p>Short Term –</p> <ul style="list-style-type: none"> • Create Fee for Service program repairing low income people’s homes as a contractor for HOME and HUD Rural Development grantees. 	<p align="center">Career and Family Services</p> <p>Short Term:</p> <ul style="list-style-type: none"> • Community Garden and FFS program have positive effect on community perception of who LEAP is and what we do.

<p>Long Term</p> <ul style="list-style-type: none"> • All staff use integrated case management with customers. • Getting Ahead fully staffed by volunteer graduates <p>In Progress – These will be ongoing in 2018. 3 staff are currently enrolled in Family Development Certification training to prepare them for a Case Management approach. Launching <i>Getting Ahead</i> has been slow but staff still working on it. 2 Staff achieved FDC credential in June of 2018 (final staff was promoted, and we withdrew her from class)</p>	<p>Long Term</p> <ul style="list-style-type: none"> • Grow FFS to include contracting with additional agencies and grants. • Expand Transportation program <p>Complete – Handyman hired and have begun working both internally (Head Start buildings) and externally.</p> <p>Have reapplied for Medicaid number to do Medicaid transports for Managed Care companies.</p>	<p>Long Term:</p> <p>Most point of contact services provided out of storefront in community</p> <p>Complete and in progress for 2018</p>
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Individual/Family	Community	Agency
<p>Goal 6 – Low-Income People, Especially Vulnerable Populations, achieve their Potential by strengthening Family and Other Supportive Systems - Outcomes are achieved by persons or families who maintain a level of stability or well-being because of Community Action</p>	<p>Goal 3 – Low Income People Own a Stake in Their Community – Outcomes describe the participation of low-income people in community organization and community activities including volunteer and paid involvement, it includes business and home ownership, indicators of positive community change.</p>	<p>Goal 5 – Agencies Increase their Capacity to Achieve Results – Agencies that are well run and meet accepted standards of excellence demonstrate continuous improvement and capacity to meet the needs of low-income individuals and families and communities. These Outcomes are measured by the agency’s adherence to National Performance Standards and governing rules and regulations.</p>
<p>Strategic Objectives – Opportunities for Change, Program Infrastructure, Staff Recruitment and Development, Fund Development Strategic Priorities – Maximize funding, Sustainability, Staff Issues, Define Service area and Borders, Refine/Retain Funding Community Needs – Transportation, Housing Access, Access to Services, Nutrition Supports Current Agency Resources – Head Start, Career and Family, Bridges Out of Poverty</p>	<p>Strategic Objectives – Program Infrastructure/Opportunities for Change, Strategic Priorities - Maximize Funding, Sustainability, External Branding, Community Needs - Access to Services, Education, Employment Current Agency Resources – Career and Family, Head Start, Bridges Out of Poverty, Rural County Challenge, Board of Directors</p>	<p>Strategic Objectives – Program Infrastructure Strategic Priorities Focus on Sustainability, Fund Development Community/Agency Needs – Improved Technology, Competitive Salaries, And Improved Structures. Current Agency Resources – Board of Directors, Administration</p>
<p>Board of Directors</p>	<p>Board of Directors BOD will support ways to bring the voice of low-income individuals into the Board process through inclusion in committees and outreach activities – in progress 2018</p>	<p>Board of Directors BOD will support and assist with the implementation of a Fund Development Plan to increase availability of non-grant-based resources and discretionary funding necessary to support current and future agency programs. Will be integrated into Branding/Marketing Plan in 2018 LEAP BOD will develop a succession plan to ensure Board leadership has the skills and understanding</p>

		to support Administration and Sr. Management in ongoing Agency Operations. Targeted in 2018 LEAP BOD will work with Administration to cultivate a list of potential Board Members across all Board Sectors, promoting Board Service to LEAP as a valued Targeted in 2018
Administration/Agency	Administration/Agency LEAP will use relationships with Community Groups and Organizations that represent the interests and experience of low-income and vulnerable populations to ensure that we are meeting community needs with current and future programming. Marketing and Branding in 2018 to assist with development and strengthening of community relationships	Administration/Agency LEAP will actively seek appropriate measures to increase and safe guard agency financial and physical resources for current and future use. <ul style="list-style-type: none"> • Fund development of non-grant, discretionary resources across all programs. Ongoing 2018 • Review of Pension Management and Controls to ensure maximum returns. Ongoing 2018 • LEAP Management will develop and maintain a planned response to potential changes to, or termination of, funding. Ongoing 2018 LEAP will develop a Technology Plan that incorporates all programs, protects client information and allows for tracking of client specific services and outcomes. Converted Career and Family to CAP Systems end of 2017.
Family Development 1. Head start will foster a mutually beneficial relationship with families and community stakeholders to improve parent and community engagement and achieve a healthy, safe, family-oriented community. Impact: Families will be fully engaged in their child’s early learning experience and	Family Development 1. Head start will foster a mutually beneficial relationship with families and community stakeholders to improve parent and community engagement and achieve a healthy, safe, family-oriented community. Impact: Families will be fully engaged in their child’s early learning experience and	Family Development 1. Provide exemplary support and opportunities for ongoing skill development to enhance staff feelings of competence and professionalism and be recognized regionally as a desired place to work. Impact: Staff will enjoy a positive

<p>will achieve success in the PFCE Seven Family Outcomes and be able to support their child’s growth and development as they progress through the education system, and therefore becoming more self-sufficient.</p> <p>Short Term Objectives: Washington County LEAP, Inc. HS/EHS will strengthen parents understanding of their role as their child’s first educator as measured by their participation in program parent engagement activities. We will increase attendance in each of the following by 20% each year starting with 20% for year 2:</p> <ul style="list-style-type: none"> • Parent workshops/ groups • Policy Council • Parent/Teacher Conferences • Home Visits • Case Management <p>Although parent engagement has not improved in all areas- there has been a significant increase in engagement in Policy Council and parent and child activities. The objective will continue, and program will focus on creating educationally satisfying parent committees that meet the needs of the parents.</p> <p>2. Provide exemplary support and opportunities for ongoing skill development to enhance staff feelings of competence and professionalism and be recognized regionally as a desired place to work.</p>	<p>will achieve success in the PFCE Seven Family Outcomes and be able to support their child’s growth and development as they progress through the education system, and therefore becoming more self-sufficient.</p> <p>Short Term Objectives: Washington County LEAP, Inc. HS/EHS will strengthen parents understanding of their role as their child’s first educator as measured by their participation in program parent engagement activities. We will increase attendance in each of the following by 20% each year starting with 20% for year 2:</p> <ul style="list-style-type: none"> • Parent workshops/ groups • Policy Council • Parent/Teacher Conferences • Home Visits • Case Management <p>Although parent engagement has not improved in all areas- there has been a significant increase in engagement in Policy Council and parent and child activities. The objective will continue, and program will focus on creating educationally satisfying parent committees that meet the needs of the parents.</p>	<p>environment in which to promote high performance which will lead to the organization’s mission to be integrated with employee practice yielding the best possible outcome of services to children and families. Short Term Objectives of identifying a professional development model, training staff to the model, and initiating and maintaining monthly professional development meetings have been completed.</p> <p>New Organizational structure provides more support to direct line staff through supervisors who are in the same building as teachers, and mentor opportunities through the evidenced based model of practice-based coaching.</p> <p>For 2018: Focus on individualizing training to ensure higher skill development as part of succession planning for the FD program.</p>
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<p>Impact: Staff will enjoy a positive environment in which to promote high performance which will lead to the organization’s mission to be integrated with employee practice yielding the best possible outcome of services to children and families.</p> <p>Short Term Objectives of identifying a professional development model, training staff to the model, and initiating and maintaining monthly professional development meetings have been completed.</p> <p>New Organizational structure provides more support to direct line staff through supervisors who are in the same building as teachers, and mentor opportunities through the evidenced based model of practice-based coaching.</p> <p>For 2018: Focus on individualizing training to ensure higher skill development as part of succession planning for the FD program.</p>		
<p align="center">Career & Family Services</p> <p>Short Term – Meeting/ planning with community groups and volunteers to create Community Garden on LEAP lot. Remove tree, till soil, city water hookup and build raised beds. Completed</p> <p>Long Term – Garden planted in 2018. Entire program run by volunteers and participants. In Progress</p>	<p align="center">Career & Family Services</p> <p>Short Term: Community Garden, Getting Ahead Program Completed , In Progress</p> <p>Long Term: Getting Ahead program expands to other communities – volunteer run, Promote nutrition education and healthy foods classes</p>	<p align="center">Career & Family Services</p> <p>Short Term: Expand Food Pantry Veggie Van to include additional villages. Begin to partner with Market 32 to distribute excess food to area food banks. Completed</p> <p>Long Term: Once in off-site location, expand Pantry hours to 5 or 6 days per week, Distribute fresh produce from pantry.</p>

Strategic Work Plans 2019

Attached are the Strategic Work Plans for each Board Committee and Program Division of LEAP. These are working documents that will change over the coming year to reflect the activities and outcomes measured in the Agency CSBG Work Plan.

1. Administration/Executive Committee Work Plan
2. Board of Directors Work Plan
3. Finance Strategic Work Plan
4. Fund Development Strategic Work Plan
5. Career and Family Services Strategic Work Plan
6. Head Start/Early Head Start Strategic Work Plan

Administrative/Executive Committee

<p>Board Responsibility: Provide Executive Director and Senior Management with Strategic Direction as outlined in their Strategic Work Plan.</p> <p>Staff Responsibility: To implement Board Direction regarding identified Strategic Priorities. To ensure appropriate agency policies and procedures to produce quality program outcomes. To follow the needs identified in the Community Assessment 2018 and coordinate current and future programming to meet those needs.</p>						<p>Strategic Priority/Goal</p>	
<p>Goal 1: Individuals and Families with low incomes are stable and achieve economic security</p>		<p>Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.</p>		<p>Goal 3: People with low incomes are engage and active in building opportunities in communities</p>		<p>Agency Capacity Goals</p>	
<p>Program Activity</p>	<p>SP/SG</p>	<p>Program Activity <u>Long Term Goal</u> – LEAP will be actively involved in the supportive services in affordable housing <u>Short Term Goal</u> – LEAP will be a strategic partner in development of affordable housing units in Washington County <u>Long Term Goal</u> – LEAP will partner with private businesses to increase employment options for low-income residents in Washington County <u>Long Term Goal</u> – Washington County will have a robust and varied network of transportation options to support social, medical and employment needs of residents <u>Short Term Goals</u> Grow Medicaid Transportation - Partnership with Businesses to support employment transportation</p>	<p>SP/SG</p>	<p>Program Activity Increase opportunities for consumer feedback through customer satisfaction across all programs. Increase engagement of consumer in program planning and operations.</p>	<p>SP/SG</p>	<p>Facilitate the Re-establishment of Community Action Angels in accordance with the Marketing and Fund Development Priorities established by the BOD. Revise/Revision Recruitment protocols and materials to reduce long term vacancies. Improve Communication with staff to promote higher level of staff satisfaction with agency communication. Implement Marketing Plan as Directed by the BOD in cooperation with Trampoline Employment Engagement Customer Engagement Community Engagement Agency as worthy of Giving</p>	

Board of Directors

<p>Board Responsibility: Institute/affirm Board Policy and Process that supports Operational Excellence by Re-defining/re-affirming Board roles and Responsibilities; ensure appropriate level of participation; insure all fiduciary and oversight best practices are re-affirmed and executed. Use Future Focus to guide Decisions, (Don't get stuck in the "How do we do" but focus on the "Why" and best practice)</p> <p>Staff Responsibility: Provide appropriate administrative Liaison to support policy development and strategic discussion. Assemble and present internal and external data and resources as requested by the Board.</p>						Strategic Priority/Goal	
Goal 1: Individuals and Families with low incomes are stable and achieve economic security		Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.		Goal 3: People with low incomes are engage and active in building opportunities in communities		Agency Capacity Goals	
Program Activity	SP/SG	Program Activity	SP/SG	Program Activity	SP/SG	<p>Board Development – The board will develop Board policies and process to ensure that they are able to provide high quality governance and leadership to the Executive Director.</p> <ul style="list-style-type: none"> - Membership - Leadership/Succession Plan - Committee Structure/Process - Use of Ad Hoc Committees as necessary <p>Recruitment and Retention – The Board will ensure that resources and policies are in place to allow management to recruit and retain quality employees.</p> <ul style="list-style-type: none"> - Compensation and Benefits - Personnel Policies <p>Re-Branding/Community Engagement – The Board will develop a strategic marketing and fund development plan to improve Community Engagement</p> <ul style="list-style-type: none"> - Marketing Plan - Fund Development Plan 	<p>3a</p> <p>3b</p> <p>3c</p> <p>2bi</p> <p>2c</p> <p>1ai</p> <p>1aii</p> <p>3aii</p>

Finance Committee

<p>Board Responsibility: <u>ACTION NEEDED / Review and approval:</u> Grant budgets for Head Start, CSBG, WIOA (others as needed), Agency Budget (annually), Agency-level annual audit, Fiscal Policy changes/amendments, Authorized Vendor Contracts including but not limited to a change in banking institution(s) and agreements with Marketing Firm in 2019, Authorization of new and edited Investment Policy Document(s), Other tasks as needed.</p> <p>Staff Responsibility: <u>Staff to provide the following resources to assist in decision making:</u> Financial Statements including Balance Sheet, Income Statement and Cash-on-hand, Agency (draft and final) Budgets, Grant Budgets, Strategic Financial Reports (for analysis), Fiscal Policy (red-lined with edits), Requests for Proposals (and responses) as needed, Investment Policy Document(s), Agency Audited Financials including 990 and 5500 reports, Annual actuarial analysis of defined benefit pension plan, Other Documents on an as-needed basis</p>						<p>Strategic Priority/Goal</p>	
<p>Goal 1: Individuals and Families with low incomes are stable and achieve economic security</p>		<p>Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.</p>		<p>Goal 3: People with low incomes are engage and active in building opportunities in communities</p>		<p>Agency Capacity Goals</p>	
<p>Program Activity</p>	<p>SP/SG</p>	<p>Program Activity</p>	<p>SP/SG</p>	<p>Program Activity</p>	<p>SP/SG</p>	<p>Ensure a Fiscal Policy that is both relevant and prudent and complies with GAAP, OMB and other regulatory Guidance.</p> <p>Strategically review Program and Grant Budget and Financial Analysis prior to approval and/or submission to Grantors - Program Budgeting to guide Program Capacity</p> <p>Receive a (clean) agency annual audit, as well as any audits of our Federal grants on a recurring basis</p> <p>In line with our retention and recruitment priority, determine funding needs for additional staff benefits that would further attract and retain individuals (example:</p>	<p>3(b)</p> <p>3(b) and 3(c)</p> <p>3(b)</p> <p>2(b)(i)(ii) and 2(c)</p>

					<p>Employee Retirement Match)</p> <p>As Fund Development grows in the next fiscal year, ensure tools in place to monitor revenues, and invest unrestricted funds into Agency Reserve and/or into Program Operations</p> <p>Transition to a retirement services package that de-risks the DBPP as well as provides high quality tools and education to both the administrators of the Plans as well as individual employees</p> <p>Ensure Agency is utilizing the most cost-effective and quality vendors for specific services throughout the agency, drafting RFPs as needed where there are opportunities for efficiencies</p>	<p>4(a) and 4(b)</p> <p>3(b) and 3(c)</p> <p>3(b)</p>
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Fund Development Committee

<p>Board Responsibility: Attend Meetings at least quarterly. To review and approve quarterly action plans as developed and communicate progress to the Board. Plan for how to make LEAP to communities’ choice through consistent brand recognition and messaging. Present to the BOD updates on Trampoline Contract.</p> <p>Staff Responsibility: to provide appropriate resources and information to the Board to allow for the adoption of realistic action plans to promote the branding and marketing of LEAP. Work and data collection and metrics to define “success”. Work with Trampoline to develop necessary resources to compete plans. Information to include, social media usage, access to event and marketing materials., Completion of Board designated action steps in a timely way.</p>				<p>Strategic Priority/Goal</p> <ol style="list-style-type: none"> 1. Agency Branding and Identity – LEAP as the community choice in all areas 2. Community Engagement 3. Fund Development 			
<p>Goal 1: Individuals and Families with low incomes are stable and achieve economic security</p>		<p>Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.</p>		<p>Goal 3: People with low incomes are engaged and active in building opportunities in communities</p>		<p>Agency Capacity Goals</p>	
<p>Program Activity</p>	<p>SP/SG</p>		<p>SP/SG</p>	<p>Program Activity</p>	<p>SP/SG</p>	<p>Committee Goals</p> <p>Define what Agency of Choice looks like – Data, outcomes and targets</p> <p>Develop Action Plans to achieve Goals identified in Trampoline Contract to continue to build the public face of L.E.A.P.</p> <p>Q1 – Employer of Choice Q2 – Provider of Choice Q3/Q4 – Partner opportunities and Fund Development Planning.</p> <p>To revitalize Community Action Angels as a resource for the agency. Membership</p> <p>Organizational Capacity</p> <p>Prioritize Activities and Roles</p>	<p>SP/SG</p> <p>1a, 3c, 4</p> <p>2bii 3di</p> <p>1a, 3di, 4a, 4b</p> <p>4ai</p>

Career and Family Services Committee

<p>Board Responsibility: Attend all committee meetings as able. Review minutes when absent to ensure you are up to date. Ask for information needed to make informed decisions. Monitor Fee for Service activities. Chairperson is responsible to communicate information to the whole board. Action Items for Board Consideration: Approval of the CSBG Work Plan (June), Review of Customer Satisfaction Data, Review of PPR Data, Review Workforce Data, Approval of Annual Plan Report (APR) (Usually in Oct).</p> <p>Staff Responsibility: Provide Data to support Program actions, Work Plan Annually, PPR Quarterly, Customer Satisfaction Data 2x/year, APR Annually. Work Force Data Quarterly.</p>				<p>Strategic Priority/Goal</p> <p>1aii</p> <p>3ai, 3c, 3di</p> <p>1aii, 1aiii, 2a, 3</p>							
<p>Goal 1: Individuals and Families with low incomes are stable and achieve economic security</p>		<p>Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.</p>		<p>Goal 3: People with low incomes are engaged and active in building opportunities in communities</p>		<p>Agency Capacity Goals</p>					
<p>Program Activity</p> <p>1. Medicaid Transportation development – Target Populations served Case Managed, Chronic Need, Renal</p> <p>2. Community Garden – How many families are served</p> <p>Maintain Quality Services currently provided Food Transports Emergency Assistance Clothing Employment – monitor and report on employment/unemployment rate</p>		<p>Program Activity</p> <p>Community Resource Development – specifically directed at ALICE as appropriate</p> <p>1. Workforce Development – focus on Business Services</p> <p>2. Public/Private Partnerships – Transportation, Housing, Employment</p> <p>Growth of Medicaid Capacity</p> <p>Comfort Food Partnerships to increase access to food resources</p>		<p>SP/SG</p> <p>3c, 3di</p> <p>3b</p> <p>3b</p> <p>3d, 3di</p> <p>1aiii</p> <p>3c</p> <p>3di</p>		<p>Program Activity</p> <p>Volunteer Recruitment -</p> <p>Community Garden – engage participants in self-governance/project improvement</p> <p>SP/SG</p> <p>1aii, 3aii</p> <p>1aii 3d</p>		<p>Partnership formation around Transportation, Housing and Employment issues</p> <p>Data Capacity – Grow Captain, long term focus on single agency data base. Moving past # of units/people to outcome data – defining what we want to know about the impact of the services we provide</p> <p>Customer Satisfaction</p> <p>Monitor Fee for Service Growth – identify opportunities</p> <p>Identify and access Employment Training funds – Opportunity for sector-based training.</p>		<p>3di</p> <p>3ai, 3aii</p> <p>3c</p> <p>3ai</p> <p>4aiii</p>	

Head Start/Early Head Start Committee

<p>Board Responsibility: Attend all committee meetings as able. Review minutes when absent to ensure you are up to date. Ask for information needed to make informed decisions. Listen to Policy Council reps. Chairperson is responsible to communicate information to the whole board. Approve required reports/ assessments as per Head Start Act: Annual Report- August 2020; Self-Assessment- August 2020; Head Start Budget, Program Goals and Grant application- Nov 2020.</p> <p>Staff Responsibility: Provide data as required and needed (monthly enrollment and meal counts; health report; Program Information Report- August; School Readiness Data- December, March, July; Family Outcomes Data- July; Attendance; Parent and Community Engagement).</p>				<p>Head Start Committee Meetings: May 10 @ 9am @ HS Admin. Aug. 23 @ 9am @ HS Admin. Nov. 22 @ HS Admin.</p>			
<p>Goal 1: Individuals and Families with low incomes are stable and achieve economic security</p>		<p>Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity.</p>		<p>Goal 3: People with low incomes are engage and active in building opportunities in communities</p>		<p>Agency Capacity Goals (Systemic issues identified in the HS/EHS Self-Assessment)</p>	
<p>Program Activity Long range goal: HS/EHS will become the community leader in learning and family resource development to <u>assist parents in moving out of poverty.</u></p> <p>Short term goal: HS/EHS will implement the newly proposed program as outlined in the change of scope application dated July 2018 upon approval from OHS.</p> <p>Short term goal: HS/EHS will implement fully the new curriculum of GGK and STEP, as well as the</p>	<p>SP/SG 3ai 3aia 4ai 4b</p>	<p>Program Activity Long range goal: HS/EHS will build a culture of health and wellness by empowering staff and families to become better informed and competent decision makers.</p> <p>Short term goal: Two new community partnerships will be developed because of engagement in the Health Care Institute training that will improve relationships and understanding between staff, families and providers by the end of the first training.</p> <p>Short term goal: During Project Year 1 (2018-2019 HS program year), HS/EHS will train 65</p>	<p>SP/SG 1ai 1aia 1aiaa 3di 4b</p>	<p>Program Activity Long range goal: HS/EHS will foster mutually beneficial relationships with families and community stakeholders to improve parent and community engagement.</p> <p>Short term goal: HS/EHS will continue to engage school districts, adding two more relationships for shared services. Staff will attend superintendent days to educate staff on HS philosophy and curriculum.</p> <p>Short term goal: HS/EHS will recruit and employ qualified subs to allow for teacher planning time.</p>	<p>SP/SG 1ai 1aia 1aiaa 3d 3di 4ai</p>	<p>Internal communication needs to be consistent and constant.</p> <p>Short term objective: Utilize the Agency website with a staff portal for agency communications from the ED. Program will share administrative meeting items utilizing the color-coded system of items ready for dissemination (green). Program administration will also use yellow for items requiring more planning and red for items that require continued discussion and further decision making. When items are ready to be shared- they will be communicated in a monthly email from the director, with</p>	<p>SP/SG 3b 4aia 4b</p>

<p>Health literacy initiatives of HCI (Health Care Institute) and DHL (Dental Health Literacy).</p>		<p>families and all staff using the UCLA Health Care Institute Model.</p>			<p>further clarification in Team meetings.</p> <p>Long range goal: HS/EHS will provide exemplary support and opportunities for on-going skill development to enhance staff feelings of competence and professionalism and be recognized as a desired place to work.</p> <p>Short term goal: Professional development meetings will focus on leadership skill development to identify potential future leaders of Head Start as evidenced by a completed program succession plan by Dec. 2019.</p> <p>Short term goal: Identify and secure 1- 2 MOUS with colleges for internship programs by Fall of 2019</p>	<p>2c 2bi 4aii</p>
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