

Planning Committee Minutes
Wednesday, June 14, 2023
via zoom/telephone/in person

MEMBERS PRESENT: Shirley Copes (Chair), Steve Hodgens, Paula Freedman
MEMBERS EXCUSED: None
MEMBERS ABSENT: Tonia Thornton
STAFF PRESENT: Carolyn D. Brown, Todd Goehle, Rebecca Heberle

CALL TO ORDER:

The June 14, 2023 Planning Committee meeting called to order at 4:47 PM by Steve Hodgens. It was noted for the record that a quorum was present.

APPROVAL OF PREVIOUS MINUTES (April 2023)

Paula Freedman made a motion to approve the April 2023 minutes; Steve Hodgens seconded, and the motion passed unanimously.

PRESENTATION - HS/EHS: Restructuring

Early Head Start/Head Start Director Becky Heberle updated the Committee about the program's current enrollment and staffing challenges. Following National Office of Head Start guidance, the PEACE, Inc. Head Start team and Ms. Heberle presented a comprehensive plan to reconfigure programming to support quality education, staffing and wages, and community need. See the attached report.

Shirley Copes made a motion to approve the Head Start/Early Head Start Restructuring, Steve Hodgens seconded, and the motion passed unanimously.

PRESENTATION (Community Engagement)

Current Strategic Plan Updates/1-Year Extensions

Community Engagement Director Todd Goehle updated the Committee about the present Strategic Plan and requested a motion to extend the current plan until June 2024. See the attached report.

A motion was made by Steve Hodgens, seconded by Shirley Copes, and unanimously approved to recommend that the Board of Directors approve the 2018 Strategic Plan 1-Year Extension until June 2024.

This recommendation will be forwarded to the Board of Directors at their June 26, 2023 meeting for approval.

Strategic Design update

Mr. Goehle provided an update about current steps to develop a new strategic plan through an inclusive, design method. See the attached report.

Community Needs Assessment Update

Mr. Goehle also updated the Committee about the agency's current Community Needs Assessment work. See the attached reports.

GRANT SUMMARY REPORT:

Mr. Goehle provided a grants summary of new agency grant funding. Discussions around all topics ensued. See the attached reports.

OLD BUSINESS: None.

NEW BUSINESS: None.

OTHER: None.

ADJOURNMENT

The meeting adjourned at 5:45 PM.

GRANT # 02CH011394**Proposed Reduction of Slots**

Site / HEAD START	Current Site Funded Enrollment	Proposed Reduction	Enrollment After Proposed Reduction
Jordan	15	15	0
LaFayette	34	17	17
Merrick	151	18	133
Sumner	104	18	86
Syracuse City School District	157	157	0
The Salvation Army (Cab Horse)	30	15	15
Baldwinsville	17	0	17
Genesee	71	0	71
Home Base	22	0	22
James Street	34	0	34
Liverpool	62	0	62
Atonement	9	0	9
Catholic Charities	110	0	110
Lydia's Lullaby	3	0	3
Onondaga Community College	10	0	10
Site – EARLY HEAD START	Funded Enrollment	Proposed Reduction	Enrollment After Proposed Reduction
Home Base	75	48	27
Elmcrest	7	7	0
Atonement	11	11	0
Merrick	32	0	32
Sumner	32	0	32
Children's Consortium	14	0	14
Lydia's Lullaby – EHS	11	0	11
Onondaga Community College	10	0	10
Jamesville	22	0	22
Total HS Enrollment	829	240	589
Total EHS Enrollment	214	66	148
TOTAL ENROLLMENT	1043	306	737

Our Current Enrollment:

Enrollment Report – From 9/22 – Current Month	Reported	Funded	%
HEAD START			
September '22	614	829	74.07%
October '22	625	829	75.39%
November '22	635	829	76.60%
December '22	642	829	77.44%
January '23	642	829	77.44%
February '23	642	829	77.44%
March '23	630	829	76.%
April '23	632	829	76%
EARLY HEAD START			
September '22	147	214	68.69%
October '22	159	214	74.30%
November '22	157	214	73.36%
December '22	155	214	72.43%
January '23	153	214	71.50%
February '23	150	214	70.09%
March '23	141	214	65.89%
April '23	147	214	69%

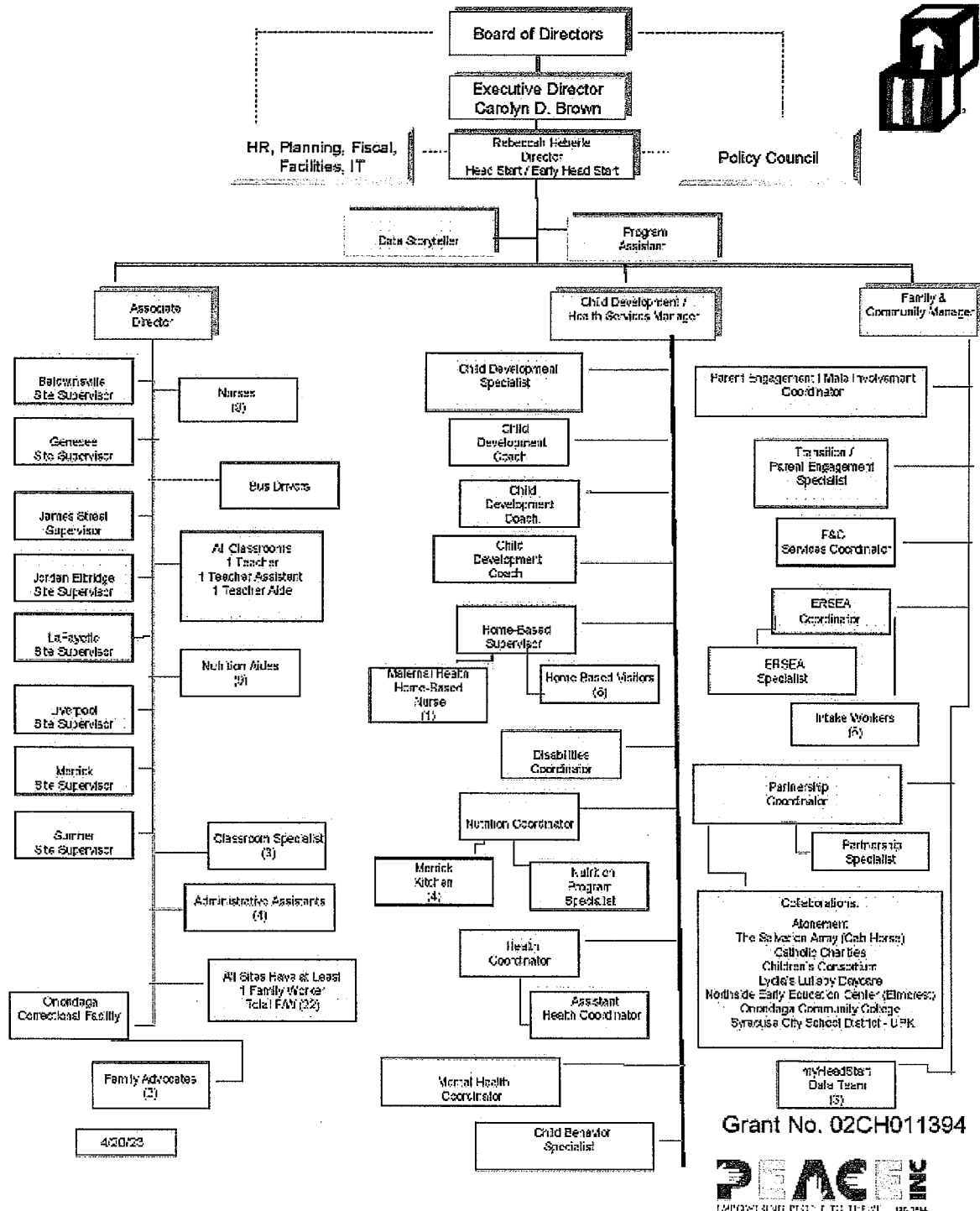
WAIT LIST – FOR ELIGIBLE CHILDREN CURRENT FOR THIS PROGRAM YEAR -AS OF MAY 2023		Availability of Slots After Reduction #'s
	For 2023/2024	For 2023 / 2024
EHS – Atonement	0	0
EHS – Elmcrest	0	0
EHS – Home Base	15	39
HS – Jordan	1	0
HS – LaFayette	2	17
HS – Merrick	53	139
HS – Summer	57	86
HS – The Salvation Army (Cab Horse)	0	15

Administrative and Supervisory Structure

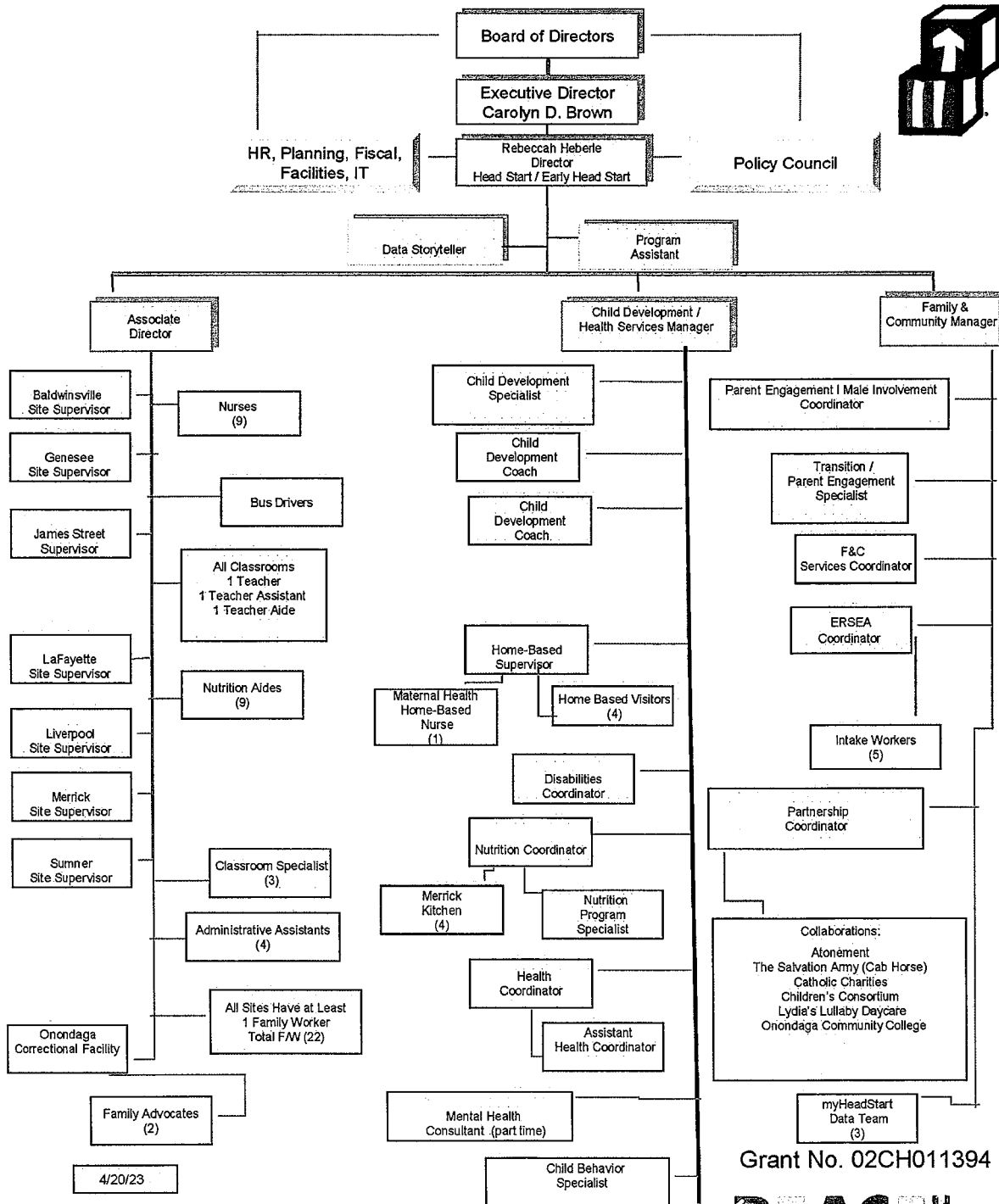
We are proposing to reduce four administrative support staff

STAFFING REDUCTION PROPOSED:		
Site / Support Staff		Position(s)
Jordan - HS	5	Teacher/Supervisor, Teacher Assistant. Teacher Aid, Family Worker., Nutrition/Site Aide
LaFayette - HS	3	Teacher, Teacher Assistant, Teacher Aide
Merrick - HS	3	Teacher, Teacher Assistant, Teacher Aide
Sumner - HS	3	Teacher, Teacher Assistant, Teacher Aide
Syracuse City School District - HS	4.5	Family Worker(s)
Syracuse City School District - HS	1	Collaboration Nurse
Elmcrest – EHS Atonement – EHS  .5 Salvation Army  .5	1	Family Worker
Home Base – HS/EHS	4	Home Based Visitor(s)
Administrative Support Staff	1	Child Development Coach
Administrative Support Staff	1	ERSEA Specialist
Administrative Support Staff	1	Partnership Specialist
Administrative Support Staff	1	Mental Health Coordinator – will become a consultant (part time position)
Reducing Staff By:	28.5	Positions

HS / EHS Organizational Chart



HS / EHS Organizational Chart



Grant No. 02CH011394





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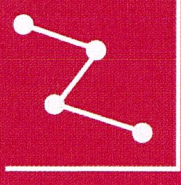
Board of Directors Planning Committee Meeting

June 2023

Current Strategic Plan Update/1-Year Extension
Strategic Design Update
Community Needs Assessment Update

Strategic Plan Updates

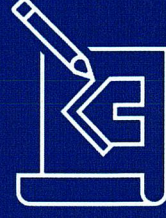
Goal 1: Align programs with community needs and resources



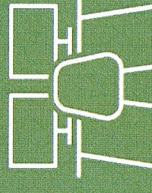
Goal 2: Recruit and retain high quality, committed staff



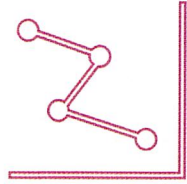
Goal 4: Enhance existing safety and security measures for all staff and clients



Goal 3: Strengthen Information Technology (IT) and Facilities



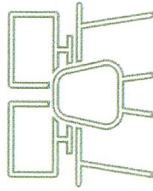
Notable Strategic Plan Accomplishments in the Last Year



Data and Training: Formation of Data Sphere, Census-Training, GoEngage across Programs

Communication: Head Start and ECCPP Data Dashboards, Texting Capabilities

Reporting: “Community Conversations to Drive Systems Change in Workforce”
October 2022



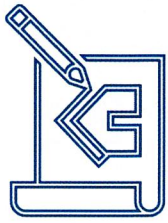
Hiring: Human Resources Director, Benefits Coordinator, Human Resources Specialist/DEI Coordinator

Processes: In-Person Orientation and Onboarding; New Electronic Time and Attendance System

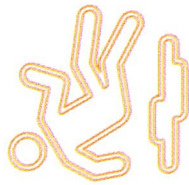
DEI: Racial Equity Assessment; Formation of DEI Committee and Goals; Creation of DEI Coordinator Position

Training: Supervisor Training Program, DEI in the future

Notable Strategic Plan Accomplishments in the Last Year



Hiring: IT Manager, Reflects IT Assessment Goals
Assessments: Completed IT and Maintenance Assessments
Coordination: IT Committee Formed and Meeting Monthly
Capacity Building: Building Improvements and IT Upgrades



Resources: Increases in Cleaning Staff, COVID-19 Supplies
Security: Security Camera Upgrades and Installations

Proposed Extension/Update about Present Strategic Design Process

Request for 1-year extension of current Strategic Plan to June 2024

Strategic Design Progress with M.S. Hall and Associates

An Inclusive Process

Potential Focus Areas: Communication/Training/Leadership; DEI; Technology

Expected Recommendations/Goals to Board by Fall 2023

Community Needs Assessment Update

Work is currently in Progress...Goal of end of 2023

Building off of Existing Community Engagement Documents/Internal Resources

- Community Conversations 2021: Returning to Work
- Community Conversations 2022: Systems Change in Workforce
- Head Start Data Dashboard

Incorporating Existing Community Needs Sources

- Community Foundation Life Needs Assessment
- Black Health Community Needs Assessment
- Child Care Landscape Analysis, Early Childhood Alliance

Subject Matter Expert Interviews; Community Conversations/Focus Groups

Questions? Suggestions?

PEACE, Inc.

Strategic Plan 2022

(Extended from the Original 2018-2021 Plan)

PRIORITY 1. Align programs with community needs and resources

- Outcome 1.1:** An agency-wide culture of Data Driven Decision Making (DDDM) for program planning and agency operations
- Outcome 1.2:** Client and staff feedback used routinely to inform DDDM
- Outcome 1.3:** The Community Needs Assessment (CNA) process is aligned with findings and recommendations from any new DDDM processes and inquiries
- Outcome 1.4:** CLP, Executive Director and Board members are informed through regular reporting of DDDM and CNA findings of:
- community needs
 - program activity and impact
 - recommendations for program adjustments and growth
 - recommendations for further study/inquiry
 - agency operations

Initial Activities/Strategies

- Establish a regular meeting and reporting schedule for the DDDM Committee (chaired by Mary Beth Welch and Carolyn Brown)
- Finalize logic models and measurable indicators for each program
- Develop data collection and reporting requirements for each program
 - o This should make any needed distinctions for reporting to the DDDM Committee, CLP Management and to the Board
 - o This might include a one page uniform monthly board report or dashboard for all programs
- Review the most recent CNA and highlight community needs relevant for each program
- Review priorities, emerging issues and opportunities with our current funders/grantors
- Consider topics of inquiry for each program to inform planning and the next CNA (i.e., Recommend focused Inquires to align with community needs, program challenges and funder priorities)
- Once topics or questions are established, identify methods and set timeframe for collection and analysis of data and reporting of findings. Methods might include
 - o Focus groups with targeted staff, program participants, community partners
 - o Surveys of staff, program participants, community partners
 - o Review of programmatic data, community benchmark data, CNY Vitals, local health and child welfare assessments, U.S. Census data and all available and relevant New York State data sets (i.e., from State Health, State Education, OCFS, Labor)
- Formulate recommendations based on regular program reporting and focused inquiries for both programs and support service initiatives
- Convene a CNA Sub-Committee (or Utilize CLP Management Team) as needed to lead the tri-annual CNA process in alignment with findings and recommendations generated by the DDDM committee
- Brainstorm and pilot strategies for communicating about data-driven decisions made by management, the CNA and the benefits of the DDDM process to staff beyond the CLP structure.

Initial timeline: Develop schedule for next twelve months and establish initial agenda for the DDDM Committee by August 1, 2018.

Champion: Carolyn Brown and Mary Beth Welch

PRIORITY 2. Recruit & retain high quality, committed staff

- Outcome 2.1** Agency-wide rates for staff turnover and staff retention improved¹
- Outcome 2.2** A comprehensive recruitment and retention plan is in place that determines and addresses all underlying challenges.
- Outcome 2.3** The HR department has adequate staff and tools for a human service agency this size.
- Outcome 2.4** CLP leadership staff reflects the diversity of the community

Initial Activities/Strategies

- **Secure funding to engage an HR consultant to:**
 - o Assess and formulate recommendations for HR office staffing, structure and operations
 - o Identify underlying causes for recruitment, turnover and retention challenges for each program
 - o Share industry standards and best practices for recruitment; identify recruitment resources and tools used by other agencies/employers.
 - o Guide the review and revision of policies and procedures for improved efficiency and effectiveness – including:
 - Recruitment
 - Hiring
 - Orientation and Onboarding Processes, (i.e., Clearly map the process and anticipated timeline from the date of a new employee application to start date),
 - Creation of clear Career Paths.
 - o In addition to the recruitment, hiring and retention areas listed above, the scope of work would address agency-wide HR policies and procedures such as:
 - staff adjustments
 - performance reviews
 - discipline
 - termination
 - Internal HR Department procedures and audits
- **Other Activities / Strategies – can be initiated prior to engaging an HR consultant and/or included in that scope of work**
 - o Establish benchmarks and targets for recruitment, turnover and retention for each program
 - o Create an onboarding process that includes a program specific orientation and training to assure people are ready to perform as needed
 - o Identify more non-monetary ways for employee recognition
 - o Develop an annual benefits report to all staff outlining benefits of being a PEACE employee
 - o Create new marketing strategy for recruitment including a new way of talking about being an employee of PEACE, Inc.
 - o Provide training, tools and resources to help supervisors in management of staff.

Initial timeline: Secure funding to engage an HR consultant by 9/15/18

Champion: Cathy Green

¹ Specific targets will be set once baseline is established and turnover and retention rates are ascertained from comparable employers

PRIORITY 3. Strengthen Information Technology (IT) and Facilities² to support agency operations

Outcome 3.1 A comprehensive assessment of current capacity and needs for both Facilities and IT

Initial Activities/Strategies

- Develop a budget and process for completing the assessments in each area (may include the use consultants, Board expertise, ad hoc committees etc.)
- Clarify and classify definitions for all areas of Facilities: custodial, maintenance and capital improvements
- Survey similar sized organizations and coalition groups (ex. Catholic Charities, Arc of Onondaga, NYSCAA and Human Service Leadership Council) for capacity in both IT and Facilities
- Include staff and customer feedback and satisfaction as it relates to Facilities and to IT through surveys and/or focus groups
- Formulate recommendations for improving capacity and funding in these areas

Outcome 3.2 An agency-wide, inclusive process to identify and address ongoing Facility and IT needs

Initial Activities/Strategies

- Complete process mapping for Facilities (custodial, maintenance and capital improvements) and IT; i.e., how are requests currently handled?
- Review assessment results with all management staff and Identify current backlogs and inequities
- Convene IT and Facilities Review Committees (one for each area) charged to
 - Prioritize current needs to most effectively allocate limited funding for projects.
 - Develop a rubric or consistent criteria for prioritizing requests
 - Review ongoing requests utilizing rubric or consistent criteria and formulating recommendations for responses, purchases and budget expenditures
 - Communicate regularly and keep staff informed regarding the process, funded projects, investments in capital improvement and fixed assets

Outcome 3.3 CLP Management has clear understanding of Budget process and expectations for IT and Facilities

Initial Activities/Strategies

- Educate CLP Management Team through a series of workshops on the development of the agency's annual budget including: budgeting terms/vocabulary; roles and responsibilities for Board, administration and directors; funder requirements and restrictions; past challenges and successes; and overall process.
- Share assessment results for both IT and Facilities with CLP Management Team
- Utilize recommendations from the IT and Facilities Review Committees in annual budget process and modifications

Initial timeline: Develop a budget and process for completing the assessments by 9/15/18. Initiate work for Outcomes 3.2 and 3.3 by 9/15/18.

Champion: Nancy Turo and Todd Goehle

² Facilities includes custodial, maintenance and capital improvements

PRIORITY 4. Enhance existing safety and security measures for all staff and clients

Outcome 4.1 A broader charge for the current Safety Committee

Initial Activities/Strategies

- Create a standing agenda item for “safety & security”
- Conduct safety audits/assessments and prioritize needs for each site and each program
 - lighting, evacuation plans, fire drills, ID badges, entrances, work-site intruders, escorts, etc.
- Convene an ad-hoc Home-Visiting (HV) safety subcommittee to assess HV safety issues and develop recommendations for new and/or revised policies and procedures
- Share and adopt best practices for safety & security (research can include first responders, insurance companies, HR firms etc.)
- Institute revised and expanded Safety & Security plans and procedures for each site and/or program based on the assessments and best practice research (with support from the ALP *Team Optimism*)
- Enhance relationship with local law enforcement

Outcome 4.2 Program Directors charged with the responsibility for implementing individualized safety plans for all sites and staff they oversee

Initial Activities/Strategies

- Educate and train staff on safety and security issues to increase safety awareness and prevention strategies
- Program Directors schedule and oversee practice drills on regular basis
- Program Directors review and provide feedback to the Safety Committee on all assessments and new or revised policies and procedures
- Program Directors oversee implementation and monitoring of all new safety and security policies and procedures within their sites/programs

Outcome 4.3 Enhanced Communication for both routine and emergency situations

Initial Activities/Strategies

- Safety Committee and Senior Administration identify and utilize expanded communication tools and capabilities for safety & security updates, tips, policies and procedures i.e., website, intranet, newsletters, posters, handouts, presentations etc.
- Share safety audit results with all staff
- Explore training and guest speakers on topics such as handling difficult people, defusing difficult situations, threats, etc.
- Evaluate emergency notification system (One Call Now)
- Explore further uses & notification options through emergency alert system

Initial timeline: - Conduct safety audits and prioritize needs for each site and each program by 9/30/18.
- Convene HV safety ad-hoc subcommittee and formulate recommendations for new or revised policies and procedures by 12/31/18

Champion: Beth O’Hara and Becky Heberle

<u>Funding Source</u>	<u>Project</u>	<u>Program</u>	<u>Submission Date</u>	<u>Request Amount</u>	<u>Status</u>	<u>Award Date</u>	<u>Award Amount</u>
Connect Kids	Connect Kids Field Trip Grant for ESFRC	ESFRC	5/1/2023	NA	Pending		
Inspire Brands / Arby's Foundation	Big Brothers Big Sisters Canal Day, Holiday Party, and MM salaries	Big Brothers Big Sisters	4/20/2023	\$12,400	Awarded	5/10/2023	\$12,400
Central New York Community Foundation	Increasing Child Lead Testing in Syracuse - Participatory Budgeting Process with Peacemakers	Lead Justice for Syracuse Families	4/8/2023	\$150,000 requested by Peacemakers (the lead), \$18,000 included for PEACE, Inc.	Denied		NA
Central New York Community Foundation	Free Tax Prep	Free Tax Prep	4/7/2023	\$50,000	Pending		
BNY Mellon	BBBS All Mentorship Programs 2023 - re-application	BBBS	2/22/2023	\$20,000	Awarded	3/30/2023	\$15,000
Change Machine	Free Tax Preparation and Financial Coaching	Free Tax Preparation	2/8/2023	\$75,000	Denied		
John Ben Snow Foundation - LOI	Big Brothers Big Sisters - School based City of Syracuse & Matrydale	BBBS	2/2/2023	\$10,000	Denied		
Allyn Foundation	Free Tax Preparation	Free Tax Preparation	11/7/2022	\$50,000	Awarded	1/19/2023	\$25,000
American Heart Association	ESFRC Know Diabetes by Heart	Family Services	Nov-23	NA	Awarded	12/6/2022	\$16,650.00
Global Partners LP	Global Partners & NYSCAA Oil Heat Client Payments	NA	1/5/2023	NA	Awarded	1/5/2023	\$19,012
Oswego County Youth Bureau	BBBS Oswego County/Central Square School-Based	BBBS	12/7/2022	\$5,000	Awarded	3/20/2023	\$3,750 (per shortened contract year)
City of Syracuse NBD CDBG	Let Me Be Great	Family Services	12/2/2022	\$46,956.44	Awarded	2/10/2023	\$29,740