

CHAUTAUQUA OPPORTUNITIES, INC.

CHAUTAUQUA OPPORTUNITIES FOR DEVELOPMENT, INC.

Continuous Quality Improvement Report (CQI) 2024 - 2025



Helping People... Changing Lives

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MISSION STATEMENTS

Chautauqua Opportunities, Inc.

“Helping People ... Changing Lives.”

“COI ... leading the fight against poverty by mobilizing resources and creating partnerships to promote empowerment, economic independence and opportunities.”

Chautauqua Opportunities for Development, Inc.

“Helping Businesses ... Creating Opportunities.”

“CODI ... leading the fight against poverty by mobilizing resources and creating partnerships to promote and create economic independence through business development and opportunities.”

Since 1965, Chautauqua Opportunities, Inc. (COI) has lead the fight against poverty by creating a pathway for low-income or at-risk families in Chautauqua County to work toward greater self-sufficiency and a better quality of life.

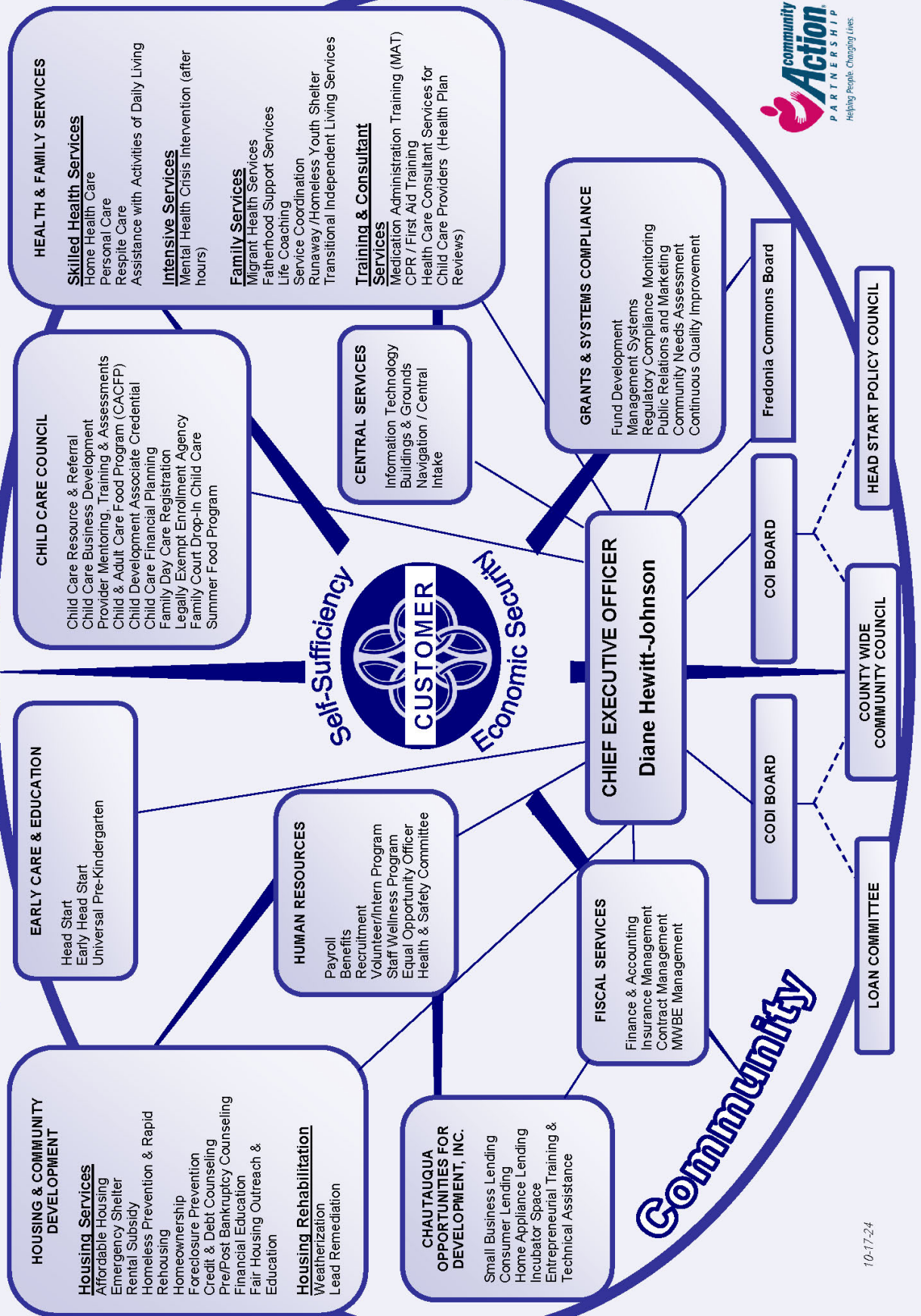
COI works to reduce and alleviate the impact of poverty through:

- ▶ promoting personal success and financial stability
- ▶ empowering people toward greater self-sufficiency
- ▶ promoting asset development for individuals and the community
- ▶ promoting and developing proactive health habits
- ▶ fostering children’s school readiness and well-being
- ▶ promoting responsible usage of energy resources
- ▶ promoting access to affordable childcare
- ▶ promoting access to affordable housing



ORGANIZATIONAL CHART

Chautauqua Opportunities, Inc. (COI) Chautauqua Opportunities for Development, Inc. (CODI) "Asset Focused Service Model"



10-17-24

AGENCY OVERVIEW

Chautauqua Opportunities, Inc. (COI) is a not-for-profit multi-service organization that has been serving the low income population of Chautauqua County, NY since 1965. COI is one of a network of 47 Community Action Agencies across NY State, and over 1,000 across the country, who work to alleviate poverty for low and moderate income individuals.

COI's services are designed to create opportunities that improve the economic situation and well-being of Chautauqua County residents. COI's services are grouped into the following divisions: Early Care and Education, Health and Family Services, Housing and Community Development, and the Chautauqua Child Care Council. Chautauqua Opportunities for Development, Inc. (CODI) is the agency's economic development affiliate that provides technical assistance and loan capital for new or expanding businesses. COI is a NYS registered charity and has licenses to provide child care, home care, and shelter for homeless youth.

COI & CODI

- ▶ Intake approximately 3,000 households each year
- ▶ Offer comprehensive access to services
- ▶ Have a combined annual budget of about \$21,000,000
- ▶ Have 218 staff; 170 full-time staff, 16 part-time staff, and 32 as needed staff

COI is a:

- ▶ Community Development Corporation
- ▶ Registered charity in NY State
- ▶ NYS designated Rural Preservation Company
- ▶ Licensed child care provider
- ▶ Licensed Home Care Agency
- ▶ Personal Care Aide Training Provider
- ▶ HUD certified Housing Counseling Agency
- ▶ Licensed Runaway and Homeless Youth Shelter Provider
- ▶ US Department of Justice Budget & Credit Counseling Agency and Provider of Debtor Education

CODI is a:

- ▶ Community Development Financial Institution (CDFI)
- ▶ Community Development Entity (CDE)

EXECUTIVE SUMMARY

Chautauqua Opportunities, Inc. (COI) first implemented a Continuous Quality Improvement process in the year 2000 to bring a unified system for soliciting feedback that involves all stakeholders. The Continuous Quality Improvement Report can be seen as part of a larger, ongoing management system of self-assessment, gaps analysis, community feedback, community assessment, and strategic planning that drives COI's and CODI's program development and management. All of COI's and CODI's services are designed to respond to identified needs in the community and this CQI process is an integral part of the on-going planning and assessment process. Several changes have been made over the years as a result of the CQI process that increase the efficiency of agency operations and improve customer satisfaction. The summaries below offer a snapshot of survey results and how the agency is responding to identified areas for improvement.

2024 - 2025

- ▶ At least 95.9% of customers rated each criterion on the survey as either "Excellent" or "Satisfactory". Comments were overwhelmingly positive, with most thanking COI for the service.
- ▶ 100% of Board members rated each area on the survey as either "Agree" or "Strongly Agree".
- ▶ 90% of employees say that their job makes them feel a part of something meaningful.
- ▶ The positive rating for employees feeling "There is good interdepartmental cooperation at COI" increased by 8 percentage points over the previous year survey.
- ▶ The positive rating for employees feeling that "At COI we do things efficiently and well" increased by 7 percentage points over the previous year survey.
- ▶ The positive rating for employees feeling that "My supervisor cares about my concerns" increased by 5 percentage points over the previous year survey.
- ▶ The need for communication is a recurring theme. Managers should have a system of communicating information to the staff they supervise (e.g. regular emails, staff meetings, division newsletter, etc..).

2023 - 2024

- ▶ 97.3% of customers rated each criterion on the survey as either "Excellent" or "Satisfactory".
- ▶ 92% of all Board members rated each area on the survey as either "Agree" or "Strongly Agree".
- ▶ All ideas submitted by employees to greatideas@chautopp.org will be posted on the employee page of the agency website, along with the response.
- ▶ Service area managers/staff should be invited to other divisions' staff meetings to talk about their programs so that all employees are aware of what they provide.
- ▶ The Child Care Council will discuss a COI Value Statement at each of their staff meetings.
- ▶ Health and Family Services will alternate staff meetings between in-person and virtual.
- ▶ Options for communicating with customers by text will be explored by the Housing and Community Development division.
- ▶ The Early Care and Education division will conduct outreach to community members who represent diverse cultures and will focus classroom content on a different culture each month.
- ▶ When revised policies/protocols/procedures are provided to managers, changes are indicated with a different color font and will now be provided to managers in hard copy.
- ▶ Managers may send topics for meetings to the CEO to be added to the agenda at her discretion.

METHODOLOGY

Chautauqua Opportunities, Inc. and Chautauqua Opportunities for Development, Inc. are committed to bringing the highest possible level of service to their customers. To ensure quality across programs, a Continuous Quality Improvement (CQI) system is in place consisting of 360 degree feedback from both internal and external sources. When results are below the threshold, a plan is developed with specific action steps to address issues. These areas are monitored, board approved and made public to ensure the action plan is being carried out as intended. A brief description of the process follows.

Internal Surveys

► **Employee Surveys:** An employee survey is distributed agency-wide and completed in the fall of each year to assess staff satisfaction with working conditions. Beginning in 2022, COI replaced the previous in-house survey with an evidence-based survey from a company called Energage. A list of employees that includes the division, supervisor, management/ non-management, and the employee's email address was sent to Energage, and surveys were sent directly to each employee's email address by Energage to ensure confidentiality. The survey consists of 25 statements that are rated by each employee on a 7-point scale. Questions that allow the employee to comment are generated based on their ratings. Management and non-management employees take the same survey, although results can be separated by this criterion as well as by division.

Benchmarks are provided by Energage for each statement that can be used for comparison. These are the average positive responses (total of Slightly Agree, Agree, and Strongly Agree) given by 94 other mid-size Human and Social Service organizations. These benchmarks are shown in the survey results presented in this report, replacing the 85% threshold previously used for the employee/management survey. Survey results and comments were reviewed by Senior Managers to identify focus areas for improvement. Action Plans are not finalized until additional feedback is obtained through the Focus Group process.

Based on the results of the employee surveys, COI was rated as a Top Work Place by the Buffalo News in 2023 and 2024. The designation is awarded to 20 companies in the Western NY region.



Focus Groups and External Surveys

- ▶ **Focus Group Meetings:** The Chief Executive Officer and division Directors met with all staff using a focus group format. Two Focus Group sessions were held virtually in October and November of 2024 and all staff were mandated to attend at least one session. The purpose of these meetings is to report on the results of the fall employee survey, to gather additional feedback about working at COI and to address areas of concern. Additional Focus Groups were then held by each division and by the management team. Information from the surveys and the Focus Groups is compiled into this report.
- ▶ **Board of Director Surveys:** Board members of both Chautauqua Opportunities, Inc. and Chautauqua Opportunities for Development, Inc. receive surveys through email. Survey results are then summarized and compiled into a summary report that is reviewed by the Chief Executive Officer. An action plan is developed for areas with less than an 85% satisfaction rating.
- ▶ **Customer Surveys:** Customer surveys are collected on an ongoing basis and are available in both English and Spanish. Each customer is encouraged to fill out a survey after accessing services. Surveys may be completed electronically or on paper when necessary. Each division reviews the results quarterly and prepares a response (action plan) for any area scoring below an 85% satisfaction rating, or in response to any concerns noted in the comment section. The results and action plans are then shared with staff in that service area and division and monitored with the goal of improved customer service. The results are summarized annually and reviewed by the Chief Executive Officer, Senior Management and the Board.
- ▶ **Funder and Partner Surveys:** Funders and community partners are sent surveys on alternating years, allowing for both quantitative and narrative feedback regarding specific services, contracts, and timelines of reporting. Results are summarized and management develops an action plan with specific action steps for areas falling below an 85% satisfaction rating. In 2024, funders were surveyed via an electronic survey (Survey Monkey) allowing respondents to easily access, complete, and return the survey with minimal time spent. A total of 33 surveys were sent, with 4 surveys completed. All areas relating to the COI representative's responsiveness and progress toward the goals of the partnership were rated as satisfactory. However, one responder noted that communication can be inconsistent. The issue was reported to the Director of the relevant division.

This Continuous Quality Improvement report is compiled annually and submitted to the Board for review and final approval. The approved Continuous Quality Improvement Annual Report is then made available publicly on the agency website.

CUSTOMER SURVEY



CHAUTAUQUA OPPORTUNITIES, INC Customer Survey

What service did you participate in today? _____ Today's Date: _____

Please mark the location where you received services:

<input type="checkbox"/> Connections North 10825 Bennett Rd. Dunkirk	<input type="checkbox"/> Laughlin Community Action Center 402 Chandler St. Jamestown	<input type="checkbox"/> Medical Appointment/Facility
<input type="checkbox"/> Children's Center Mayville Family Court	<input type="checkbox"/> Early Childhood Community Center 1020 Central Ave. Dunkirk	<input type="checkbox"/> Olean Office, Cattaraugus County
<input type="checkbox"/> Holy Family Center 1135 Main St. Jamestown	<input type="checkbox"/> Transitional Independent Living Program Jamestown	<input type="checkbox"/> Home
<input type="checkbox"/> School:	<input type="checkbox"/> Transitional Independent Living Program Dunkirk	<input type="checkbox"/> Event in the Community
<input type="checkbox"/> Other: _____	<input type="checkbox"/> The Safe House, Jamestown	<input type="checkbox"/> Virtual

Please rate your experience with the following:	Excellent	Satisfactory	Needs Improvement	Poor	Don't know/ Does not Apply
Waiting time to initial appointment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bilingual staff were available (if needed).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confidentiality of customer information.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your overall experience with this service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your overall experience with COI.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please give us your feedback on the Following statements:	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know/ Does not Apply
The service has met (or will meet) my needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was treated fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Services were explained clearly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff responded in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you have any suggestions for improvement?

Do you need other services that are not currently available?



Scan the QR code to take the survey on your computer or phone

Thank you for your feedback!

CUSTOMER SURVEY



CHAUTAUQUA OPPORTUNITIES, INC Encuesta al cliente

¿En cual servicio o programa participaste aquí hoy? _____ Fecha de hoy: _____

Marque la ubicación donde recibió los servicios:

<input type="checkbox"/> Connections North 10825 Bennett Rd. Dunkirk	<input type="checkbox"/> Laughlin Community Action Center 402 Chandler St. Jamestown	<input type="checkbox"/> Cita médica/local
<input type="checkbox"/> Children's Center Mayville Family Court	<input type="checkbox"/> Early Childhood Community Center 1020 Central Ave. Dunkirk	<input type="checkbox"/> Olean Office, Cattaraugus County
<input type="checkbox"/> Holy Family Center 1135 Main St. Jamestown	<input type="checkbox"/> Transitional Independent Living Program Jamestown	<input type="checkbox"/> Su Casa
<input type="checkbox"/> Escuela: _____	<input type="checkbox"/> Transitional Independent Living Program Dunkirk	<input type="checkbox"/> Evento en la comunidad
<input type="checkbox"/> Otra: _____	<input type="checkbox"/> The Safe House, Jamestown	<input type="checkbox"/> Virtual

Califique su experiencia con el siguiente:	Excelente	Satisfactorio	Necesita mejorar	Pobre	No sabe / No se aplica
Tiempo de espera para la cita inicial.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Había personal bilingüe disponible (si era necesario).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Confidencialidad de la información del cliente.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Su experiencia general con este servicio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Su experiencia general con COI.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Envíenos sus comentarios sobre el Siguiendo instrucciones:	Totalment e de acuerdo	De acuerdo	No estoy de acuerdo	Muy en desacuerdo	No sabe / No se aplica
El servicio ha satisfecho (o satisfará) mis necesidades.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Me trataron con justicia.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Los servicios se explicaron claramente.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El personal respondió de manera oportuna.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
¿Tiene alguna sugerencia de mejora?					
¿Necesita otros servicios que no están disponibles actualmente?					



Escanee el código QR para realizar la encuesta en su computadora o teléfono.

i

Gracias por sus comentarios!

CUSTOMER SURVEY SUMMARY

636 customer surveys were received for the period 12/1/2023 - 11/30/2024. The responses are summarized below:

	Excellent	Satisfactory	Needs Improvement	Poor	*Don't know/NA
Waiting time to initial appointment	81.5%	17.7%	.6%	.2%	15.7%
Bilingual staff available (if needed)	75.2%	22.6%	1.6%	.7%	33.9%
Confidentiality of customer information	83.0%	16.5%	.4%	.2%	9.3%
Overall experience with COI	82.2%	16.6%	1.0%	.2%	6.3%
	Strongly Agree	Agree	Disagree	Strongly Disagree	*Don't know/NA
The service has met (or will meet) my needs	79.0%	20.0%	.7%	.3%	1.3%
I was treated fairly.	84.2%	15.1%	.5%	.2%	2.2%
Services were explained clearly.	83.5%	16.2%	.2%	.2%	1.7%
Staff responded in a timely manner.	83.9%	15.3%	.7%	.2%	3.6%

**Responses of "Don't know/Not applicable" were not counted in the calculations of the other response columns.*

Strengths

- ▶ At least 95.9% of customers rated each criterion as either "Excellent" or "Satisfactory".
- ▶ Comments were overwhelmingly positive, with most thanking COI for the service.

Areas For Improvement

- ▶ Several customers noted the need for more Personal Care Aides.
- ▶ A few Fatherhood Program participants felt the book used for the program could be improved.
- ▶ A few customers commented on the need for more materials in Spanish.

Response/Action Plan

- ▶ COI is continually actively recruiting PCAs.
- ▶ Plans are in place for adding to the Fatherhood program curriculum in the next program year.
- ▶ All materials that COI is able to translate are available in Spanish. Some forms are provided by NY State and can only be translated by the state.

EMPLOYEE SURVEY SUMMARY

	Strongly Disagree	Disagree	Slightly Disagree	Neutral	Slightly Agree	Agree	Strongly Agree
Chautauqua Opportunities, Inc. operates by strong values.	2%	1%	4%	13%	13%	44%	23%
I believe Chautauqua Opportunities, Inc. is going in the right direction.	1%	1%	6%	20%	17%	40%	15%
There is good interdepartmental cooperation at COI.	2%	5%	9%	20%	15%	39%	10%
Meetings at COI make good use of my time.	8%	6%	14%	15%	24%	26%	7%
COI encourages different points of view.	1%	5%	11%	20%	20%	32%	11%
New ideas are encouraged at COI.	2%	4%	15%	15%	18%	33%	13%
At COI, we do things efficiently and well.	3%	4%	15%	15%	18%	33%	13%
Senior Managers (Directors) understand what is really happening at COI.	3%	8%	12%	17%	15%	32%	13%
My job makes me feel like I am part of something meaningful.	0%	1%	4%	5%	12%	38%	40%
I feel included at COI.	2%	2%	6%	11%	20%	39%	20%
I feel genuinely appreciated at COI.	3%	3%	4%	15%	12%	39%	24%
I feel well-informed about important decisions at COI.	2%	4%	11%	23%	15%	38%	7%
My supervisor cares about my concerns	3%	1%	10%	6%	10%	34%	36%
My supervisor helps me learn and grow.	3%	3%	4%	11%	13%	34%	32%
COI enables me to work at my full potential.	2%	1%	9%	15%	14%	40%	19%
I have the flexibility I need to balance my work and personal life	1%	7%	6%	11%	11%	34%	30%
I get the formal training I want for my career.	2%	4%	7%	12%	16%	42%	17%
COI does a great job of prioritizing employee well-being.	3%	7%	15%	12%	15%	35%	13%
My benefits package is good compared to others in this industry.	2%	6%	11%	26%	5%	31%	19%
My pay is fair for the work I do.	7%	8%	18%	13%	12%	33%	9%
COI motivates me to give my very best at work.	3%	2%	4%	13%	18%	40%	20%
I would highly recommend working at COI to others.	2%	1%	6%	18%	16%	38%	19%
I have not considered searching for a better job in the past month.	6%	14%	13%	18%	3%	25%	21%
I have confidence in the leadership team of COI.	2%	3%	9%	19%	10%	38%	19%
I have frequent opportunities to learn and grow at COI.	1%	4%	10%	14%	17%	40%	14%

EMPLOYEE SURVEY SUMMARY

Energage compared the agency’s survey results to benchmarks that are based on average survey results for 94 Human and Social Services organization of similar size. Comparisons are made using the “percent favorable”, which is the sum of all three “Agree” responses.

	2024 COI Percent Favorable	2023 COI Percent Favorable	Human & Social Services Benchmark
Chautauqua Opportunities, Inc. operates by strong values.	79%	82%	87%
I believe Chautauqua Opportunities, Inc. is going in the right direction.	72%	75%	79%
There is good interdepartmental cooperation at COI.	65%	57%	66%
Meetings at COI make good use of my time.	57%	56%	66%
COI encourages different points of view.	63%	69%	76%
New ideas are encouraged at COI.	63%	64%	76%
At COI, we do things efficiently and well.	65%	58%	71%
Senior Managers (Directors) understand what is really happening at COI.	59%	60%	67%
My job makes me feel like I am part of something meaningful.	90%	87%	90%
I feel included at COI.	78%	76%	81%
I feel genuinely appreciated at COI.	75%	81%	91%
I feel well-informed about important decisions at COI.	60%	59%	65%
My supervisor cares about my concerns.	81%	76%	85%
My supervisor helps me learn and grow.	79%	77%	81%
COI enables me to work at my full potential.	73%	75%	76%
I have the flexibility I need to balance my work and personal life.	75%	77%	82%
I get the formal training I want for my career.	75%	72%	72%
COI does a great job of prioritizing employee well-being.	63%	--	75%
My benefits package is good compared to others in this industry.	55%	55%	54%
My pay is fair for the work I do.	54%	51%	47%
COI motivates me to give my very best at work.	78%	75%	82%
I would highly recommend working at COI to others.	72%	74%	79%
I have not considered searching for a better job in the past month.	49%	51%	57%
I have confidence in the leadership team of COI.	67%	--	78%
I have frequent opportunities to learn and grow at COI.	71%	--	75%

EMPLOYEE SURVEY SUMMARY

Strengths

One strength that stands out is that 90% of employees feel their job makes them feel they are a part of something meaningful. Energage uses an algorithm based on advanced mathematics to adjust for bias, wording, response distribution, and population size. They used this information to identify the following areas as strengths:

- ▶ Employees believe the organization is going in the right direction.
- ▶ Employees think things run efficiently and well.
- ▶ Employees feel informed about important decisions.
- ▶ Employees feel included at COI.

The “percent favorable” response rate increased by 3 percentage points or more compared to the previous year survey results for the following statements:

- ▶ There is good interdepartmental cooperation at COI. (+8%)
- ▶ At COI, we do things efficiently and well. (+7%)
- ▶ My supervisor cares about my concerns. (+5%)
- ▶ My pay is fair for the work that I do. (+3%)
- ▶ My job makes me feel like I am part of something meaningful. (+3%)
- ▶ I get the formal training I want for my career. (+3%)
- ▶ COI motivates me to give my very best at work. (+3%).

Areas for Improvement

Focus areas that were identified by the data include:

- ▶ New ideas are encouraged at COI.
- ▶ Senior Managers (Directors) understand what is really happening at COI.
- ▶ I feel well-informed about important decisions at COI.
- ▶ I feel included at COI.

This culture cloud displays the most common words employees used to describe COI culture.

- Green words are used by employees who are engaged.
- Red words were used by employees who are disengaged.
- Grey words were used by employees who were a mix of engaged and disengaged.
- The larger the word, the more it was used.



FOCUS GROUP DISCUSSIONS

Two virtual Focus Group sessions were held in October and November 2024 to present the survey results to employees and provide opportunities for additional feedback. Overall survey results were shared on the screen. All full-time and part-time staff members were mandated to attend at least one session. Additional Focus Groups were then held by each division to look at divisional survey results and give employees a forum for providing feedback on both agency-wide and divisional Focus Areas. The tables on the following pages summarize the issues identified as needing improvement and the responses, including any actions to address them.

Agency Focus Areas		
Focus Area	Discussion	Response or Action Plan
New Ideas are encouraged at COI.	Some feel that new ideas are encouraged but then are not put into action. A dedicated e-mail (greatideas@chautopp.org) exists for submission of ideas. The identity of the person submitting the idea is confidential, except for the one person receiving it. Ideas are brought to Senior Management and the identity of the submitter is not disclosed. All ideas and responses are posted on the employee page of the website. Not all ideas can be implemented, but for those that will not be put into action an explanation will be given.	Leadership will focus on being more open to new ideas and being more aware of front-line staff concerns. As an agency, we are working toward becoming a Resilience Responsive Organization, which will include facilitated discussions among small groups of staff members on the Six Principles of Resilience Responsive Organizations: Safety; Trustworthiness and Transparency; Peer Support; Collaboration and Mutuality; Empowerment Voice and Choice: Cultural, Historic and Gender Issues.
Senior Managers understand what is really happening at COI.	Some front-line staff feel that leadership is not fully aware of what their jobs are really like. The concept of pay differential for individuals providing Spanish translation was brought up.	Many members of the management team have been promoted from front-line positions, so they do know what it's like on the "front lines". Concerns should be brought to your supervisor, and if you are not being heard follow the chain of command. The volume of translation needed is not enough to require a full-time translator, so any pay differential would only apply to the time spent actually providing translation services, Time spent should be tracked and analyzed to determine the need. The agency is also looking at various translation tools that could be used.
I feel well-informed/ included at COI.	Some employees would like their supervisors to show more appreciation and listen to their concerns. A suggestion was made to encourage group discussion in meetings by setting expectations at the beginning of each meeting.	Leadership will focus on improving communication with their employees and following up on topics discussed in meetings. Managers should have a regular system of communicating information learned in meetings to the staff they supervise, such as regular emails, staff meetings or a division newsletter.

Core (Human Resources, Finance, Grants & Systems Compliance, It & Central Services, CODI)		
Focus Area Statement	Discussion	Response or Action Plan
I get the formal training I want for career.	Some Core employees would like to see more opportunities to attend trainings that pertain to the job they are doing. This is especially true for employees who are at their desks doing computer work for most of the day.	Employees may suggest training opportunities that are relevant to their jobs to their supervisor. Once a training is identified, other Core supervisors should be made aware so it can be offered to other Core employees who would benefit.
Celebration	It was noted that “percent positive” responses for the Core division were above the agency average for 23 of the 25 statements.	Area that improved the most over the previous year responses: At COI, we do things efficiently and well. (+15) I feel well-informed about important decisions. (+11) My pay is fair for the work that I do. (+7)

Health and Family Services		
Focus Area Statement	Discussion	Response or Action Plan
I feel well-informed about important decisions at COI.	Communication has increased, but employees would like to hear more about activities of the other programs within their division.	A quarterly Health and Family Services division newsletter will be implemented. The HFS Administrative Assistant will put together the newsletter with information provided by Coordinators.
Celebration	It was noted that “percent positive” responses for the Health and Family Services division were above the agency average for all statements. Also, two statements had a positive rating from 100% of division staff.	Staff agreed to celebrate with an event to be determined in the near future.

Child Care Council

Focus Area Statement	Discussion	Response or Action Plan
I believe COI is going in the right direction.	Employees have concerns that political changes could impact funding. They believe that a resource should be created from trusted sources for employees to research advocacy issues. It would be ongoing and possibly started and discussed in the Resilience teams.	The CEO keeps on top of the current political climate and how it affects the agency and the Community Action Network through sources such as the National Community Action Program, CAPLaw and the NYS Community Action Association. Information is shared with the management team. She has also addressed these issues in a video sent to all employees in January 2025. Individuals are encouraged to advocate for the benefit of low-income people in keeping with COI's mission.
New ideas are encouraged at COI. COI encourages different points of view.	Some staff members feel that new ideas are encouraged, and some do not. Individuals should be given the opportunity to voice their ideas for discussion, which should be documented in meeting minutes.	Brainstorming sessions have been added to all division staff meeting agendas to encourage new ideas for discussion and documenting.
Meetings at COI make good use of my time.	Ways to make meetings more efficient, the purpose of specific meetings and also ways to communicate meeting information were discussed.	Certain agency meeting agendas were streamlined recently, and two meetings were combined into one to make them more efficient and avoid duplication.
COI operates by strong values.	The group discussed adding a COI value to the agenda for each division meeting to have review, discuss, and celebrate and/or seek solutions. They also discussed adding related service trainings to staff meetings.	Values will be discussed in staff meetings as a standing agenda item. A trainer on the topic of belonging has been invited to speak at a division meeting.

Housing and Community Development

Focus Area Statement	Discussion	Response or Action Plan
Senior Managers understand what is really happening at COI.	Some staff feel that management does not understand the pressures of working directly with customers. Some would like more connection with management and more informal opportunities to interact.	Housing Directors will increase “face time” with front-line staff through increased visibility in buildings and in meetings.
Chautauqua Opportunities does a great job of prioritizing employee well-being.	It was discovered that applicants who access COI’s job application portal through a third party are not taken to the benefit information page.	A link to the applicant benefits page will be added to all job postings.

Early Care & Education

Focus Area Statement	Discussion	Response or Action Plan
<p>I feel genuinely appreciated at COI.</p>	<p>Staff feel that there is much to be celebrated within the division, but these successes should be communicated better.</p> <p>Staff members working 7.5 hours/day (37.5 hours/week) feel they should accrue vacation and sick time at a rate of 7.5 hours instead of 7.</p>	<p>Celebrate success in staff meetings, including showing positive interaction videos, as well as through email.</p> <p>The change to the benefit time policy to have employees working 37.5 hours/week accrue vacation time at 7.5 hours/day has been approved by the Board of Directors and is being implemented.</p>
<p>COI enables me to work at my full potential.</p>	<p>Staff members feel that management does a great job of scheduling trainings and that they really care about professional development. They also feel that new staff need training on “who does what” and where to send paperwork.</p> <p>Consider allowing sneakers/gym shoes to prevent safety issues while participating in developmentally appropriate child development activities for children ages birth to 5.</p>	<p>The division Organizational Chart and accompanying information about the roles and responsibilities of each supervisor will be shared with new employees during service are orientation, including to whom specific paperwork should be sent.</p> <p>The dress code will not be changed, as there are many options for footwear that are not gym shoes but are comfortable and look professional.</p>
<p>I feel well-informed about important decisions at COI.</p>	<p>The files on Google drive that contain important documents are not current.</p>	<p>ECE management team will update the Google drive documents and organize.</p>
<p>At COI, we do things efficiently and well.</p>	<p>Family Educators feel that Family Event/Socialization information should be put on a Google drive now that classroom staff will be assisting them.</p>	<p>Family Services staff will create a Google folder for Family Engagement Events and update procedure for event planning and responsibilities.</p>

LEADERSHIP TEAM ONLY - Survey Summary

The following table illustrates the responses to the Energage survey from the Leadership Team only (Directors, Managers, and Coordinators). A Focus Group was held on October 16, 2024 to provide an opportunity for Leadership Team to review the group's survey responses and discuss their opinions and ideas. A summary of the focus Group appears on the next page.

	2024 COI Percent Favorable	2023 COI Percent Favorable	Human & Social Services Benchmark
Chautauqua Opportunities, Inc. operates by strong values.	86%	90%	67%
I believe Chautauqua Opportunities, Inc. is going in the right direction.	83%	84%	61%
There is good interdepartmental cooperation at COI.	79%	74%	66%
Meetings at COI make good use of my time.	66%	60%	47%
COI encourages different points of view.	66%	77%	62%
New ideas are encouraged at COI.	61%	77%	66%
At COI, we do things efficiently and well.	62%	65%	67%
Senior Managers (Directors) understand what is really happening at COI.	72%	71%	59%
My job makes me feel like I am part of something meaningful.	96%	97%	62%
I feel included at COI.	89%	89%	69%
I feel genuinely appreciated at COI.	83%	81%	65%
I feel well-informed about important decisions at COI.	86%	84%	57%
My supervisor cares about my concerns.	83%	77%	71%
My supervisor helps me learn and grow.	76%	71%	64%
COI enables me to work at my full potential.	83%	84%	63%
I have the flexibility I need to balance my work and personal life.	79%	84%	63%
I get the formal training I want for my career.	90%	90%	56%
COI does a great job of prioritizing employee well-being.	68%	-	-
My benefits package is good compared to others in this industry.	72%	77%	51%
My pay is fair for the work I do.	71%	58%	58%
COI motivates me to give my very best at work.	79%	87%	62%
I would highly recommend working at COI to others.	82%	81%	58%
I have not considered searching for a better job in the past month.	48%	55%	43%
I have confidence in the leadership team of COI.	82%	-	-
I have frequent opportunities to learn and grow at COI.	90%	-	-

Leadership Team

Focus Area Statement	Discussion	Response or Action Plan
<p>COI encourages different points of view.</p> <p>New ideas are encouraged at COI.</p>	<p>Discussion centered on “we are all in the same bunker” and are working toward the same mission. We should all be mindful of our body language and facial expressions when new ideas and different points of view are expressed.</p>	<p>Ideas should be followed up on, and when new ideas are not able to be implemented, a reason must be given as to why not. People will have differing opinions, but it is important to let others have a voice, remain professional and respect others’ ideas and opinions. Expectations should be set at the beginning of meetings. We should also be mindful that we all process information differently.</p>
<p>Meetings make good use of my time.</p>	<p>Meetings are important for keeping everyone informed about what is happening throughout the agency.</p>	<p>It was recognized that some changes have already been implemented that will help in this area, such as streamlining meetings. Team classroom meetings have been initiated in the Early Care and Education division and have been welcomed by staff.</p>
<p>At COI, we do things efficiently and well.</p>	<p>There was a discussion about how to increase attendance at Community Council meetings. It was suggested that the word “council” has implications that may deter some people from attending. Some feel that COI is slow to move on new initiatives. Staffing shortages were also brought up, which has been an ongoing issue for some time.</p> <p>It was suggested to have direct deposit for mileage reimbursement checks.</p>	<p>The title “Community Council” has been changed to “Community Conversations”.</p> <p>The agency has a Recruitment and Retention Plan in place that is continually updated with new ideas. Open interviews have been scheduled and the HR hiring process has been streamlined to speed up the hiring process. Orientations are now being offered in both Dunkirk and Jamestown.</p> <p>Management has looked into direct deposit through the bank and also through Paylocity. Either way, there is added cost and other considerations that outweigh the convenience.</p>

COI/CODI Board of Directors Survey

CHAUTAUQUA OPPORTUNITIES for DEVELOPMENT, INC.
BOARD OF DIRECTORS SURVEY
2024

1. Number of years on the board: less than one 1 to 5 6 to 10 over ten

2. Board reports keep me adequately informed regarding agency services & fiscal activity.

Strongly Disagree Disagree Agree Strongly Agree

Comments: _____

3. The format of Board reports is adequate.

Strongly Disagree Disagree Agree Strongly Agree

Comments: _____

4. The information I receive through reports, educational materials, etc. provides me with the necessary information to clearly understand the mission and impact the agency is making in the community.

Strongly Disagree Disagree Agree Strongly Agree

5. I feel that the time commitment asked of Board Members is:

___ Too Much ___ Adequate ___ Not Enough

6. The current structure of the Board Committees is:

___ Effective-working well ___ Adequate-but could use improvement ___ Ineffective

7. Adequate opportunities are provided for training and information sharing each year.

Strongly Disagree Disagree Agree Strongly Agree

8.

Strongly Disagree Disagree Agree Strongly Agree

9. I feel the Board is most effective in/with: _____

10. The Board could strengthen its role through: _____

11. Other suggestions/comments: _____

COI/CODI Board of Directors Survey Summary

	<1	1-5	6-10	11-20	>20
Number of years on the board.	0%	46.1%	35.5%	0%	15.4%
		Strongly Disagree	Disagree	Agree	Strongly Agree
Board reports keep me adequately informed regarding agency services and fiscal activity.				23.1%	76.9%
The format of Board reports is adequate.				23.1%	76.9%
The information I receive through reports, educational materials, etc... provides me with the necessary information to clearly understand the mission and impact the agency is making in the community.				23.1%	76.9%
I feel that the time commitment asked of Board Members is:	100%				

	Strongly Disagree	Disagree	Agree	Strongly Agree
Adequate opportunities are provided for training and information sharing each year.			35.8%	61.5%
There are adequate opportunities as a Board member to provide feedback that is meaningful to the organization.			23.1%	76.9%

Strengths

- ▶ 100% of all members responding rated each area as either “Agree” or “Strongly Agree”.
- ▶ Members commented on the ease of communicating with the CEO, the Board’s timeliness of addressing issues, Board meeting agendas, and Strategic Planning as areas where the Board is most effective.

Areas for Improvement

- ▶ Board member commitment to attending board meetings.
- ▶ More active participation in COI activities.

Response/Action Plan

- ▶ No Action Plan is needed, as all areas met the 85% satisfaction threshold.

COI Board of Directors 2024-2025

Kevin O'Connell, Chairperson Target Sector	Kevin Whitaker Public Sector	Thomas Whitney Private Sector
Rebecca Ruiz, Vice-Chairperson Target Sector	Robert Bankoski Public Sector	Michele Bautista Target Sector
Tricia Moore, Treasurer Private Sector	Natalie Luczkowiak Public Sector	Veronice Jones Target Sector
Douglas Richmond, Secretary Private Sector	Susan Forrester-Mackay Private Sector	Laura White Target Sector
Rebecca Brumagin Public Sector	Janet Keefe Private Sector	Marie Carrubba Public Sector
Robert Moore Private Sector		

CODI Board of Directors 2024-2025

David Thomas, Chairperson	Kevin Muldowney, Secretary	Susan Parker Director
Kristen Kathman, Vice-Chairperson	Rebecca Brumagin Director	Thomas J. Whitney Director
Jena Willebrandt, Treasurer	Magdalena Dye Director	