STRATEGIC PLAN UPDATES: NEEDS, GOALS AND OBJECTIVES ►►►

Living Expenses	
Need	Individuals and families need resources and support to be able to afford basic living expenses like food and heat/utilities.
Goal	Self Help Inc. will provide resources and support to help individuals and families afford basic living expenses.
Ongoing Specific Objectives	• Resume operation of the Attleboro Food Pantry serving Attleboro, North Attleboro, Norton, Mansfield and Plainville • Provide fresh fruits and vegetables from a local farm and culturally appropriate staple foods to local food banks and Head Start families through the Food Stabilization Grant • Strengthen partnerships with other area food providers • Provide food assistance through the Head Start program • Operate the Fuel Assistance and Energy Programs to help households save on heating, cooling, and utilities costs • Serve as a VITA (Volunteer Income Tax Assistance) site and help participants access tax credits and refunds • Provide assistance with SNAP (Supplemental Nutrition Assistance Program) applications • Continue to seek support to provide rental assistance as funding allows
New in 2024	• **Basic Needs:** Self Help will participate in a two-year pilot program through the Massachusetts Association for Community Action to provide free diapers to families and ease their overall financial burden, and will begin providing mobile food services to bring fresh fruits and vegetables to area low-income housing developments. • **Emergency Needs:** Self Help will provide emergency assistance to help with critical needs thanks to funding from the Easton Charitable Foundation. • **Housing:** Self Help will be involved with the Brockton Housing Partnership's strategic planning efforts, surveying leaders, residents, and city government to help plan efforts to address housing needs in the Brockton area, and will endeavor to partner with Acadia Homes to connect low-income and homeless individuals age 55+ with new affordable housing being developed in Holbrook,
Linkages, Partnerships& Funding Strategies	Self Help Inc. will develop and strengthen partnerships with funders, donors, providers and stakeholders, including but not limited to: U.S. Department of Agriculture, U.S. Department of Energy Weatherization Program, FEMA, IRS, Federal Low-Income Home Energy Assistance Program, HEARTWAP Program, Massachusetts Executive Office of Housing and Livable Communities, Massachusetts Association for Community Action, Massachusetts Department of Transitional Assistance, Massachusetts Department of Revenue, Massachusetts Attorney General's Office, Fair Foods, Boston Food Bank, Brockton Housing Partnership, Brockton food pantries, Attleboro School System, Attleboro Library, Attleboro Rotary Club, Randolph Food Bank, local churches, local Chambers of Commerce, local Councils on Aging, local municipal utilities, National Grid, Eversource, 3M Corporation, Stop & Shop, Trader Joe's, Acadia

	Homes, Barr Foundation, Easton Charitable Foundation, and donations of funding, volunteer hours, and in-kind goods from individuals and groups.
Delivery System	Objectives will be met via Self Help Inc.'s Attleboro Food Pantry, Head Start program, Fuel Assistance program, Energy Conservation program, VITA program, and through additional efforts of the leadership team.
Gaps/ Barriers	High cost of living in service area (especially housing and food), low stock and high prices on materials and appliances (Energy Conservation program), unavailability of contractors (Energy Conservation program), staff capacity to conduct outreach about programs/services, historical underfunding of VITA program.

Elder Services	
Need	Elders need resources, support, and integrated services to be able to age at home with dignity.
Goal	Self Help Inc. will directly provide and engage in partnerships to support provision of resources, support, and integrated services that enable elders to age at home with dignity.
Ongoing Specific Objectives	• Operate and expand the Hand-in-Hand Case Management program, connecting seniors with integrated services, supports and referrals • Develop and strengthen partnerships with area senior service providers, including the Councils on Aging • Seek funding and support to assist seniors with home maintenance and repair • Partner with sister Community Action Agency Citizens for Citizens Inc., on jobs initiative to hire seniors in Self Help programs
New in 2024	Self Help staff will volunteer at the Easton Festival of Trees fundraising event in December 2023, and in 2024, funds raised will go toward assisting elders with needs such as prescription costs, home repair services, food, and rental assistance.
Linkages, Partnerships& Funding Strategies	Self Help Inc. will develop and strengthen partnerships with funders, donors, providers and stakeholders, including but not limited to: local Councils on Aging, Old Colony Elder Services, Bristol Elder Services, Fallon Community Health, Brockton Redevelopment Authority, U.S. Department of Housing and Development, Brockton Hospital, Brockton Neighborhood Health Center, Citizens for Citizens Inc., National Grid, Eversource, and donations of funding, volunteer hours, and in-kind goods from individuals and groups.
Delivery System	Objectives will be met via Self Help Inc.'s Hand-in-Hand program, and through the coordinated efforts of the leadership team and Outreach Coordinator.
Gaps/ Barriers	Challenge of expanding services and funding on pace with growth of senior population, difficulty for seniors in accessing services, difficulty for seniors in accessing web-based services, lack of funding for senior home maintenance and repairs.

Mental Health	
Need	Individuals and families need access to affordable, accessible mental health care.
Goal	Self Help Inc. will provide referrals and support to help individuals and families access affordable, accessible mental health care.
Ongoing Specific Objectives	• Operate Head Start program, employing a full-time behavioral health manager, two licensed social workers, and 18 family advocates to help children and families address issues related to health, mental health and substance use • Operate the Coordinated Family and Community Engagement (CFCE) program, providing information and referrals around mental health support as well as offering parent training around child mental health and wellness • Through the CFCE program, partner with the Town of Stoughton on a grant-funded project to assist families impacted by trauma and substance use • Operate the Hand-in-Hand Case Management program, providing seniors with SHINE health insurance counseling services, MassHealth application assistance, and referrals related to health and mental health • Develop and strengthen partnerships with area mental health providers • Outreach Coordinator to help connect individuals and families to integrated services to address interconnected needs, including those related to health, mental health and substance use
New in 2024	Self Help has partnered with Life is Good to provide the Playmaker University training to our staff in 2024 and 2025. This program provides research-based, trauma-informed, and play-focused content designed to support professional standards, reduce burnout, and create positive relationships and environments that children need to heal, learn, and thrive.
Linkages, Partnerships& Funding Strategies	Self Help Inc. will develop and strengthen partnerships with funders, donors, providers and stakeholders, including but not limited to: Federal Office of Head Start, Head Start State Supplemental Grant, Massachusetts State Budget line item for Community Action, Massachusetts Department of Early Education and Care, CFCE program, EEC Mental Health grantees, Brockton Redevelopment Authority, BAMSI (Brockton Area Multi-Services Inc.), Brockton Neighborhood Health Center, Brockton Hospital, Family Center at Community Connections of Brockton, Town of Stoughton, Community Counseling of Bristol County, South Bay Community Services, New Hope Inc. early intervention programs, local mental health providers, local Boards of Health, 3M Corporation, Life is Good, and donations of funding, volunteer hours, and in-kind goods from individuals and groups.
Delivery System	Objectives will be met via Self Help Inc.'s Head Start, CFCE and Hand-in-Hand programs, and through the coordinated efforts of the leadership team and Outreach Coordinator.

Gaps/ Barriers	Need for additional awareness and familiarity of available health providers and resources, need to develop more direct partnerships beyond referrals, securing trainers to provide additional mental health-related training to staff, ongoing impacts of COVID-19 on mental health and related services.

Childcare & Parenting Supports	
Need	Families need affordable childcare and support services to enable children to thrive, caregivers to work, and families to succeed.
Goal	Self Help Inc. will provide families with affordable childcare and support services.
Ongoing Specific Objectives	• Operate the Head Start program, providing early education and care to area children • Operate the ParentChild+ program, providing support services to families and children • Provide caregiver employment supports through Head Start • Head Start Norton site to offer full-day and summer programming to better enable caregivers to work
New in 2024	**ParentChild+:** In 2024 this program will expand to serve 23 communities. **Early Head Start:** Self Help adopted this program in 2023, providing home-based support to children under three and their caregivers to help with parent-child interactions, daily routines, and household materials. In 2024 we will officially add Early Head Stat to our offerings. **CFCE:** We continue to grow our parent ambassador leadership program with six current ambassador and three more planned for 2024 to run monthly Parent Talks with families and an annual Parent Café. **Playmaker Project:** See *Mental Health*, above.
Linkages, Partnerships& Funding Strategies	Self Help Inc. will develop and strengthen partnerships with funders, donors, providers and stakeholders, including but not limited to: Federal Office of Head Start, Massachusetts Head Start Association, Head Start State Supplemental Grant, Massachusetts Department of Early Education and Care, Early Education and Care voucher program, local Early Education and Care system, Mass 211, Associates for Human Services, ParentChild+, local school districts, and donations of funding, volunteer hours, and in-kind goods from individuals and groups.
Delivery System	Objectives will be met via Self Help Inc.'s Head Start, Early Head Start, and ParentChild+ programs.
Gaps/ Barriers	Affordability of other area childcare programs, transportation, need for more affordable and available after-school and summer programs, staff shortages and insufficient pay for early education staff, childcare voucher waits, childcare voucher reimbursement too low, decreasing area capacity for voucher slots as fewer private care providers accept vouchers.

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Employment Supports	
Need	Individuals need employment services and support to gain access to higher paying and more rewarding jobs.
Goal	Self Help Inc. will directly develop and provide and/or develop and strengthen partnerships that support the provision of employment services and support.
New in 2024	**Head Start Apprenticeship Program:** In partnership with Massasoit Community College and MassHire, Self Help Head Start will offer apprenticeships to select individuals taking relevant college coursework work in early childhood education. Participants will receive ongoing coaching and support from a consultant and upon completion will receive their Child Development Associate credential and be eligible for Early Education and Care Certification. **Neighborworks Housing Solutions Employment Partnership:** Self Help is partnering with Neighborworks Housing Solutions to find a pathway for their housing clients to gain employment experience within our agency. **Employment Supports Program and Partnership Development:** In 2024 Self Help Inc. will increase efforts to expand available employment supports in our service area, through relevant partnerships (see below); additional research on the local job market, employer needs, available employment supports, and gaps in supports; fundraising and grantsmanship; and program development.
Linkages, Partnerships& Funding Strategies	Self Help Inc. will develop and strengthen partnerships with funders, donors, providers and stakeholders, including but not limited to: Massachusetts Association for Community Action, Massachusetts Workforce Association, MassHire, Massachusetts Department of Transitional Assistance SNAP Path to Work program, Massasoit Community College, Neighborworks Housing Solutions, Brockton Career Center, local employers, and donations of funding, volunteer hours, and in-kind goods from individuals and groups.
Delivery System	Objectives will be met through the coordinated efforts of the leadership team, Board of Directors, and Director of Planning and Development, and through the Head Start program.
Gaps/ Barriers	Inflation and the area's high cost of living makes it difficult to earn a living wage even with full-time work, need for additional training and education to earn a living wage and meet local employer needs, barriers to accessing job opportunities such as need for transportation, childcare, and internet access, shift to digital work is challenging for those with low computer literacy.

Implementation and Monitoring ►►►

Self Help Inc.'s progress toward the above goals and objectives will be monitored by the agency's Chief Executive Officer, through reports provided by the Planning and Development Department in partnership with program directors. Progress will be regularly reported to the Board of Directors. Decisions to adjust goals and activities will be made in coordination between the leadership team and program directors, and where applicable, the Board of Directors.

To monitor progress, set annual goals, report on specific outcomes, and comply with funder requirements, Self Help Inc. will complete and submit to the Massachusetts Executive Office of Housing and Livable Communities an annual Community Action Plan, a semi-annual progress report on the Community Action Plan to report outcomes between October 1 and March 31 of each year, and a final progress report to report outcomes for the full fiscal year (October 1 through September 30). Program directors will be responsible for tracking and reporting on outcomes relevant to their respective programs and services, and for providing regular updates to the Planning and Development Department and leadership team.

The following questions will be used to monitor and evaluate the implementation of the Strategic Plan:

- Will the goals be achieved according to the timelines specified in the Strategic Plan? If not, why?
- Should the deadlines for completion be changed? Understand why and the impact.
- Do personnel have adequate resources (funding, equipment, facilities, training, etc.) to achieve the goals?
- Are the goals and objectives still realistic?
- Should activities be changed to put more focus on achieving the goals?
- What can be learned from the monitoring and evaluation of the plan?