

Agency Strategic Plan

For FFY2015-FFY2020



South Central Missouri Community Action Agency

Serving Individuals and Families who live in the counties of:
Butler, Carter, Dent, Reynolds, Ripley, Shannon and Wayne

Introduction

Service Area

South Central Missouri Community Action Agency was incorporated in 1965 under the Equal Opportunity Act, 1964 as a not-for-profit Community Action Agency serving the counties of Butler, Carter, Dent, Reynolds, Ripley, Shannon and Wayne.

History

The idea of Community Action came out of the enactment of the Economic Opportunity Act (EOA) of 1964. The overall purpose of the statute was to eliminate the causes and results of poverty in the United States. Under the Act, a federal Office of Economic Opportunity was established, state Economic Opportunity offices were formed, and new community-based organizations called Community Action Agencies evolved.

Mission

The mission of South Central Missouri Community Action Agency is to assist low-income families in their efforts to become self-sufficient by providing programs and services to improve the quality of their lives and the opportunity to eliminate the causes and conditions of poverty.

Vision

For Families

All families are supported in their goals to be self sufficient. They are viewed not as burdens to society but as productive citizens who can make a positive difference. We envision families who have the potential to improve their own lives and the determination to help others. **Our vision is that all families are self reliant and have support systems in their community.**

For Communities

Our community vision is not defined by geographical boundaries or stock market analyses. We envision our communities as large families concerned with the well-being of all its citizens. We want neighborhoods that are safe and growing, employers who are fair and rewarding and academic institutions that are innovative and achieving. **Our vision is that communities invest in their people, realizing that human investment reaps the greatest returns.**

For Agency

The agency will be a leader in south central Missouri by providing innovative and creative solutions for families and communities grappling with the effects of poverty. Through established partnerships and human connections we will use our best tools and resources against an enemy that threatens the lives and livelihood of the people we serve. **Our vision as an agency is to end poverty – one family at a time.**

**South Central Missouri Community Action Agency
2014/2015 Board of Directors**

<u>COUNTY</u>	<u>MEMBER</u>	<u>SECTOR</u>	<u>ORGANIZATION</u>
Butler	Judy Moss	Low-Income	CASA
	Ed DeGaris	Public	City Councilman (Poplar Bluff)
	Robert Smith	Private	Attorney
Carter	Richard Clyburn	Low-Income	East Carter Co. Nutrition Center
	Eddie Ballard	Public	Carter Co. Commissioner
	Shirley Burke	Private	Carter Co. FSD
Dent	Doug Walter	Low-Income	Salem United Methodist Church
	Dennis Purcell	Public	Associate Commissioner
	Lelia Cotner	Private	Dent Co. Sheltered Workshop
Reynolds	Dale Hawkins	Low-Income	Black River Baptist Food Pantry
	Doug Warren	Public	Reynolds Co. Commissioner
	Beth Buford	Private	Sun Security Bank
Ripley	Betty Hampton	Low-Income	Ripley Co. Sheltered Workshop
	Janice Spencer	Public	Ripley Co. County Assessor
	Shelly Payne	Public	Policy Council Liaison
Shannon	Colleen Detwiler)	Low-Income	Shannon Co. Sheltered Workshop
	Shelly McAfee	Public	Shannon Co. Clerk
	Roger Dillon	Private	Chamber of Commerce
Wayne	Kim Combs	Low-Income	Clearwater Ministerial Alliance
	Chad Henson	Public	County Commissioner
	Bill McMurry (<i>President</i>)	Private	Chamber of Commerce

Board of Directors

South Central Missouri Community Action Agency is governed by a twenty-one member tri-partite Board of Directors. One-third of the board is elected public officials or their representatives. One-third is representatives of business, industry, labor, religion, welfare, education, or other major groups and interests in the community. One-third is individuals who represent the poor in the area served. The tri-partite composition of membership provides for the actual problems experienced by the poor to be voiced by their representatives and responded to by the representatives of the business and local government.

Summary

Background

The 2015 South Central Missouri Community Action Agency (SCMCAA) Strategic Plan is a “living tool” that was developed to help guide and assist our agency to fulfill its mission and achieve its vision. It provides SCMCAA with a roadmap for supports, services and organizational development. The Board of Directors and staff will review progress (at least yearly) and will review and update the plan annually as needed.

A key contributor to the plan resulted from information compiled in the agency’s Community Needs Assessment (CNA) which was completed in 2014. The CNA is a report that identifies the needs, strengths and current realities affecting the seven counties served by our agency.

In October 2014 our leadership team (consisting of program directors, program management staff, fiscal office staff, executive secretary and executive director) began our new fiscal year with several top plans and priorities. Early in the winter of 2015, our leadership team gathered to discuss the recently completed CCNA, agency morale and programs and gain a clearer perspective on our staff, board and service delivery structure, as well as assumptions underlying the agency’s approach to its work. The staff helped coordinate the planning process and provided important support and analysis to complete this report.

We have invited and encouraged involvement of our board in the functions and efforts of community projects and events, hosted and/or assisted by SCMCAA.

Agency Planning

In the summer of 2014, our agency finalized our Comprehensive Community Needs Assessment. Our agency leadership team has continued to find ways to refine and improve the way we do business. Upon reflection of the results of our CCNA, SCMCAA is poised to take the steps necessary to ensure the overall stability and health of our agency, as well as to continue to provide vital services to our seven county service area.

Overview

Strategic Commitments

Commitment to learning, growth and development are the means by which individuals and organizations reach their full potential. SCMCAA helps families, community

leaders, and staff understand how all our efforts must end in results, results that change lives, communities, and society for the better.

As a result of our overall mission to assist families in their efforts to become self-sufficient, our agency has built its major visionary principles on three main strategic commitments. These three areas of focus are:

Strategic Commitment #1:

All families are self reliant and have support systems in their community.

Strategic Commitment #2:

All communities invest in their people, realizing that human investment reaps the greatest returns.

Strategic Commitment #3:

SCMCAA is an agency committed to ending poverty – one family at a time.

Direction and Results

The strategic goals and direction included in this plan are our agency's response to its understanding of what its clients value most about the organization, and current opportunities and challenges for offering a high quality system of support in the communities that we serve.

The near future of this strategic plan will be a time of assessing and deepening SCMCAA's approaches to its work. SCMCAA intends to continue to take a leadership role in working with the sizeable array of community resources and partners, as well as continuing to actively engage volunteers.

Priorities

With a refreshed perspective on its mission, SCMCAA, understanding what it does well, and the environment in which it operates will pursue the following priorities (as identified in FFY2014's CCNA:

Families:

- ✓ Basic Skills Learning Opportunities/Employment Enhancements
- ✓ Housing Issues
- ✓ Educational Resources/Family Engagement
- ✓ Nutrition and Health
- ✓ Increased Knowledge of Resources and Resource Sharing
- ✓ Money Management

Communities:

- ✓ Economic Development
- ✓ Housing

- ✓ Work Readiness/Community and Economic Development
- ✓ Increased Access to infant/toddler care (area wide)

Agency:

- ✓ Continued Leadership Development (including succession planning)
- ✓ Commitment to Excellence
- ✓ Professional Training
- ✓ Service Delivery/Capacity Building
- ✓ Program/Resource Development
- ✓ Increased Instructional Support
- ✓ Turnover Reduction/Staff Retention
- ✓ Increase in Learning Opportunities (especially in areas of chronic health conditions, mental health issues, literacy, etc.)
- ✓ Increase numbers of management staff to assist in support of staff/teachers

Goals

The goal components of the Strategic Plan are based on the National Performance Indicators that have been developed around Family, Community, and Agency goals. The goals are developed using ROMA (Results Oriented Management and Accountability) guidelines that allow us to compare and combine our outcomes with other community action agencies across the country. The National Indicators are:

- Goal 1: Low Income people are more self-sufficient.
- Goal 2: The conditions in which low-income people live are improved.
- Goal 3: Low income people own a stake in their community.
- Goal 4: Partnerships among supporters and providers of services to low-income people are achieved.
- Goal 5: Agencies increase their capacity to achieve results.
- Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments

For each National Goal listed, we have provided information on the problem; what causes the problem; the expected outcome; what are the goals to achieve the outcome; what strategies we will take to address the problems and achieve the outcome; and target measures (yearly). These indicators also allow us to demonstrate the success of our programs to our friends; our communities; our Board of Directors and Policy Council; our participants; our staff; and our funding sources.

Goal 1: Low-income people are more self-sufficient.

Problem: Low-income people must rely upon government programs for economic sufficiency.

Causes:

1. Unaware of job training and educational services/opportunities
2. Lack of opportunities education and training for employability
3. Jobs are not readily available

<i>Expected Outcome</i> 1.1 Employment		
Goal	Strategies	Targets
(1.1.A.) Individuals are Unemployed and Obtain Employment with the assistance of SCMCAA and its partners.	<ul style="list-style-type: none"> - Offer Life Skills Workshops - Promote educational opportunities - Establish Work Experience Sites 	105 classes 32 employment opportunities/sites
(1.1.D.) Individuals move from below the Federal Poverty Rate to above it.	<ul style="list-style-type: none"> - Enroll clients in Education & Job Training programs - Provide case management to clients - Assist families in achieving higher rates of pay 	25
<i>Expected Outcome</i> 1.2 Employment Supports		
Goal	Strategies	Targets
(1.2. B.) Individuals complete ABE/GED and receive certificate or diploma.	<ul style="list-style-type: none"> - Set up additional ABE/GED sites - Enroll clients in ABE/GED programs - Provide case management to clients - Offer supportive services (i.e. HS/EHS) 	25
(1.2.C.) Individuals complete Post-Secondary education program and obtain certificate or diploma.	<ul style="list-style-type: none"> - Establish and maintain public computer sites - Work with colleges to provide additional satellite classrooms and online courses 	50
(1.2.G.) Individuals obtain health care services for themselves or family member in support of employment.	<ul style="list-style-type: none"> - Provide case management to clients - Broker/advocate on behalf of clients - Refer clients for medical coverage 	25
(1.2.H.) Individuals obtain safe & affordable housing in support of employment.	<ul style="list-style-type: none"> - Provide case management to clients - Broker/advocate on behalf of clients - Refer clients to housing opportunities 	50
(1.2.I.) Individuals obtain food in support of employment.	<ul style="list-style-type: none"> - Provide case management to clients - Broker/advocate on behalf of clients 	50

	- Refer clients to food pantries and other supplemental food sources	
<i>Expected Outcome</i>		
1.3 Economic Asset Enhancement and Utilization		
Goal	Strategies	Targets
(1.3.1) Households who receive tax preparation and who identify any Federal or State credits and the aggregate dollar of the credits/refund.	- Provide free tax preparation assistance for low-income families	1250

Goal 2: The Conditions in which Low-Income People Live are Improved.

Problem: Communities lack the opportunities and resources for low-income families.

Causes:

1. Insufficient safe, sanitary and decent housing units are available for low-income people.
2. Systems are not in place to teach low-income people leadership skills.

<i>Expected Outcome</i>		
2.1 Community Improvement and Revitalization		
Goal	Strategies	Targets
(2.1.D.) Safe and affordable housing units are preserved or improved through construction, Weatherization or rehabilitation achieved by community action activity or advocacy.	- Preserve/Improve low-income housing through Weatherization or other housing repair programs	250
(2.1.E.) Accessible safe & affordable child care/development placement opportunities for low-income families created or maintained.	- Maintain/Offer child care placement opportunities through Head Start services/enrollment	2500
<i>Expected Outcome</i>		
2.2 Community Quality of Life and Assets		
Goal	Strategies	Targets
(2.2.E.) Increase in or	- Engage local community service	35

preservation of neighborhood quality of life resources	providers/community partners to facilitate School Readiness Events	
(2.3.A).Number of community members mobilized by Community Action that participate in community revitalization and anti-poverty initiatives	- Engage middle school/ high school in our seven county area to host and participate in REAL experience	5
(2.3.B) Number of volunteer hours donated to the agency	- Engage community members to donate hours to working with SCMCAA to improve conditions in the community	375000

Goal 3: Low-Income People Own A Stake In Their Community.

Problem: Low-income people lack the knowledge and skills necessary to effectively advocate for themselves and their own interests.

Causes:

1. Low-income people do not obtain advocacy skills during different times of their lives.
2. Low-income people are not given the opportunities to obtain advocacy skills.

<i>Expected Outcome</i>		
3.1 Community Enhancement through Maximum Feasible Participation		
Goal	Strategies	Targets
(3.1) Volunteer hours donated by low-income people thereby improving the number of opportunities and quality of life for families.	- Opportunities & Initiatives made possible by: - Head Start - Employment & Training programs - REAL Simulation - School Fairs - Poverty Simulations	10,000
<i>Expected Outcome</i>		
3.2 Community Empowerment through Maximum Feasible Participation		
Goal	Strategies	Targets
(3.2.A.) Low-income people participating in formal community organizations, governments, boards or councils that provide input to decision making and policy setting created or supported by SCMCAA.	- Engage low-income people through initiatives such as: Head Start Policy Councils, etc.	200

(3.2.D.) Low-income people engaged in non-governance community activities or groups created or supported by SCMCAA.	- Engage low-income people through initiatives such as: Parent groups, School Fairs, etc.	70
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Goal 4: Partnerships Among Supporters & Providers of Service to Low-Income People Are Achieved.

Problem: Community partners are unaware of local efforts in assisting low-income families and individuals.

Causes:

1. Systems are not in place to eliminate/reduce redundancy/duplication of services.
2. Communication among community partners is sporadic, poor or non-existent.
3. Coordination of resources/services are not in place to deliver the most efficient means of delivery of services to low-income population.

<i>Expected Outcome</i>		
4.1 Expanding Opportunities through Community-Wide Partnerships		
Goal	Strategies	Targets
(4.1) SCMCAA will actively work with other organizations, both public and private, to expand resources and opportunities in order to achieve family and community outcomes.	- Outcomes made possible by contacts and partnership among the following groups: Non Profit Faith Based Local Government State Government Federal Government For Profit Business or Corporations Consortiums/Collaborations Housing Consortiums/Collaborations School Districts Institutions of post secondary education/training Health Service Institutions State Wide Associations or collaborations	1010

Goal 5: SCMCAA Increases Its Capacity to Achieve Results.

Problem(s): Sole reliance on government funding is unreliable for planning, developing and execution of agency objectives. Board Members, Staff, Head Start Policy Council and volunteers need to increase resources, skills and knowledge to meet future challenges.

Causes:

1. Systems for training and continuing education need updating to fully achieve agency mission.
2. Training/Education is lacking in some departments and among board members.
3. Better systems for communication of information and resource sharing are needed.

<i>Expected Outcome</i>		
5.1 The number of human capital resources available to Community Action that increase agency capacity to achieve family and community outcomes, as measured by one or more of the following:		
Goal	Strategies	Targets
<i>Expected Outcome</i>		
5.2 Increase In Employees Obtaining Credentials That Improve Capacity		
Goal	Strategies	Targets
(5.2.A-G) SCMCAA will see an increase of employees achieving: - Family Development Credential - Child Development Credential - BPI Auditor Credential - CCAP Credential - Associates Degree - Bachelors Degree - Masters Degree	- Enroll staff into FDC course - Assist HS staff in completing CDA - Assist WX staff in completing BPI - Support efforts by members of the leadership team to achieve CCAP credential - Set up reimbursement opportunities for staff completing Associates, Bachelors & Masters	- 20 FDC - CDA credentials (as needed) - 2 BPI - 1 CCAP - Associates, Bachelors, Masters (as needed)

<i>Expected Outcome</i>		
5.(Agency Specific) SCMCAA Has The Capacity to Meet Future Challenges		
Goal	Strategies	Targets
(5.Agency Specific) <ul style="list-style-type: none"> - Increase overall training of all staff and board of directors. - Increase awareness of agency services to staff, board, community & clients. 	<ul style="list-style-type: none"> - Regular program training opportunities - Central coordination of research, planning and execution of agency projects - Improved Agency Communications (improvements/updates to website) - Updated Agency Brochures - New Board Opportunities (training, replacement, rotation, committee expansion, planning, etc.) - Provide on-going education, training & support services to HS/EHS teachers - Leadership Development (staff & board members) - Succession Planning (staff & board members) 	<ul style="list-style-type: none"> - Regular Leadership Team Meetings - Continuous Survey process (input results into Survey Monkey) - Regular updates to Agency Website - Updated Succession Plan

Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems.

Problem: Families lack the necessary supports to achieve higher levels of self-reliance.

Causes:

1. Families lack basic knowledge and skills to improve their standard of living.
2. Families do not have sufficient income to improve their quality of life.
3. Families are unaware of services and resources to support their efforts.

<i>Expected Outcome</i>		
6.1 Independent Living for vulnerable adults		
Goal	Strategies	Targets
(6.1.A-B.) Vulnerable populations such as senior citizens and adults with disabilities obtain <i>non-crisis</i> energy assistance.	<ul style="list-style-type: none"> - Quality outreach offices to assist seniors and disabled clients through LIHEAP - Seamless delivery systems to mail, 	7,000 Senior Citizens receive LIHEAP assistance

	receive and process LIHEAP applications with superb efficiency - Agency systems in place to provide top-notch customer service to clients	15,000 Individuals with Disabilities receive LIHEAP assistance
<i>Expected Outcome</i>		
6.2 Emergency Assistance		
Goal	Strategies	Targets
(6.2.A.) Eligible low-income people receive emergency assistance for Food.	- Provide clients with opportunities to obtain emergency assistance programs for food such as (but not limited to): - Emergency Food & Shelter Program (EFSP)	300
(6.2.B.) Eligible low-income people receive emergency assistance for Emergency Payments to Vendors for fuel and energy bills and rent/mortgage payments.	- Provide clients with opportunities to obtain emergency assistance programs such as (but not limited to): - Energy Crisis Intervention Program - Dollar Help - Dollar More - Emergency Food Shelter & Program (EFSP)	15,000

<i>Expected Outcome</i>		
6.3 Child & Family Development – Infants & Children		
Goal	Strategies	Targets
(6.3.A.1) Infants and young children obtain age appropriate immunizations, medical and dental care.	- Systems to guarantee that all children, infants and pregnant mothers receive enrolled in HS & EHS & HBO receive services - School-aged children attending county Back To School Fairs receive health/wellness screenings (vision, hearing, dental, immunizations, head checks) - Follow-up services to check that services were received	Estimated number of 2900 children receive health, vision, mental health, & dental screenings and follow-up services Minimum of 40 pregnant women receive prenatal services

		<p>Approximately 1,200 children receive screenings</p> <p>50 children receive follow-up services</p>
(6.3.IC) Three to four year old children participate in pre-school activities to develop school readiness skills.	<ul style="list-style-type: none"> - Provide HS/EHS/HBO services to income eligible children ages 0-3 & 3-5 - Expand EHS services into other communities 	<p>2900 HS enrolled children</p> <p>320 EHS enrolled infants/children</p>
<p>(6.3.IC) Children enrolled in Head Start are developmentally ready to enter Kindergarten.</p> <p>(6.3.A.1)</p>	<ul style="list-style-type: none"> - Provide children with the necessary knowledge to start school ready to learn - Provide parent education opportunities on issues important to parents in the further development of their child 	2000
<i>Expected Outcome</i>		
6.5 Referrals		
Goal	Strategies	Targets
(6.5.E.) Number of Inner-Agency Information and Referral Calls made to clients served by SCMCAA.	<ul style="list-style-type: none"> - Train staff to know and use all available inner and outer agency resources - Update MIS on a regular basis to reflect current reality regarding local referral resources 	18500 (Per year :2500 Inner Agency referrals, 1200 Outer Agency Referrals)

