

# Agency Strategic Plan

For FFY2011 - 2013



## **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  
2009-2010 Board of Directors**

<u>COUNTY</u>	<u>MEMBER</u>	<u>SECTOR</u>	<u>ORGANIZATION</u>
Butler	James Mays	Low-Income	Am Vets
	Bill Blagg	Public	Neelyville School Board
	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	Vacancy	Low-Income	
	Craig Smith	Public	Dent Co. Fire Board
	Vacancy	Private	
Reynolds	Donald Hayes	Low-Income	Bunker Senior Citizens
	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
	Leo Ivy	Private	American Legion
Shannon	Colleen Detwiler ( <i>Sec.</i> )	Low-Income	Shannon Co. Sheltered Workshop
	Summer Crider	Public	Shannon Co. Assessor
	Roger Dillon ( <i>Treas.</i> )	Private	Chamber of Commerce
Wayne	Bill Asher ( <i>Vice Pres.</i> )	Low-Income	Piedmont Eagles
	Bud Snyder	Public	Wayne County Commissioner (rep.)
	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 2011-2013 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 three-year roadmap for supports, services and organizational development. The Board of Directors and staff will review progress quarterly 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 July of 2009. The CNA is a report that identifies the needs, strengths and current realities affecting the seven counties served by our agency.

In October 2007 our leadership team (made up of four program directors, deputy director, executive secretary and executive director) began our new fiscal year with several top plans and priorities. By the end of FFY08 we had redesigned our agency orientation package, job descriptions and evaluation system. We also hosted several inner agency trainings to boost morale and gain a clearer perspective on our staff, board and service delivery structure.

In fiscal years 2008 and 2009, our leadership team continued working with our Board of Directors by providing additional training in board responsibilities, leadership and oversight. Since that time, we have added additional board members with legal and financial backgrounds. We have also invited and involved all 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 2002, our agency finalized our first three year Strategic Plan. This plan was developed after SCMCAA made a serious commitment toward transformational change. Before the end of the third year of our plan, our Board of Directors approved changes to a revised and improved Strategic Plan that was extended through September 30, 2009.

For the past two years, our agency leadership team has continued to find ways to revise and improve the way we do business. In coordination with the state of Missouri’s *Higher Ground* process, we are poised to take the next steps.

## 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.*

### 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. 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> <b>1.1 Employment</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(1.1.A.) Individuals are Unemployed and Obtain Employment with the assistance of SCMCAA and its partners.	<ul style="list-style-type: none"> <li>- Offer Life Skills Workshops</li> <li>- Work with community partners to provide OJT</li> <li>- Promote educational opportunities</li> <li>- Establish Work Experience Sites</li> <li>- Provide extended day, full year child development services to aid parents</li> </ul>	300
(1.1.D.) Individuals move from below the Federal Poverty Rate to above it.	<ul style="list-style-type: none"> <li>- Enroll clients in Education &amp; Job Training programs</li> <li>- Provide case management to clients</li> <li>- Assist families in achieving higher rates of pay</li> </ul>	50
<i>Expected Outcome</i> <b>1.2 Employment Supports</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(1.2. B.) Individuals complete ABE/GED and receive certificate or diploma.	<ul style="list-style-type: none"> <li>- Set up additional ABE/GED sites</li> <li>- Enroll clients in ABE/GED programs</li> <li>- Provide case management to clients</li> <li>- Offer supportive services (i.e. HS/EHS)</li> </ul>	30
(1.2.C.) Individuals complete Post-Secondary education program and obtain certificate or diploma.	<ul style="list-style-type: none"> <li>- Establish and maintain public computer sites</li> <li>- Work with colleges to provide additional satellite classrooms and online courses</li> </ul>	150
(1.2.G.) Individuals obtain health care services for themselves or family member in support of employment.	<ul style="list-style-type: none"> <li>- Provide case management to clients</li> <li>- Broker/advocate on behalf of clients</li> <li>- Refer clients for medical coverage</li> </ul>	15
(1.2.H.) Individuals obtain safe & affordable housing in support of employment.	<ul style="list-style-type: none"> <li>- Provide case management to clients</li> <li>- Broker/advocate on behalf of clients</li> <li>- Refer clients to housing opportunities</li> </ul>	35

(1.2.1.) Individuals obtain food in support of employment.	<ul style="list-style-type: none"> <li>- Provide case management to clients</li> <li>- Broker/advocate on behalf of clients</li> <li>- Refer clients to food pantries and other supplemental food sources</li> </ul>	15
<i>Expected Outcome</i> <b>1.3 Economic Asset Enhancement and Utilization</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(1.3.A.1) Households who receive tax preparation and who identify any Federal or State credits and the aggregate dollar of the credits/refund.	<ul style="list-style-type: none"> <li>- Provide free tax assistance for low-income families</li> <li>- Enroll clients into financial literacy programs</li> <li>- Provide case management to clients</li> </ul>	1,000

## 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>		
<b>2.1 Community Improvement and Revitalization</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(2.1.C.) 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	100
(2.1.C.)	- Preserve/Improve low-income housing through <i>ARRA/Weatherization</i>	200
(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	598
<i>Expected Outcome</i>		
<b>2.3 Community Engagement</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(2.3.A.) Community members mobilized by SCMCAA that participate in community revitalization and anti-poverty initiatives.	- Engage local community members through initiatives such as: Poverty Simulations, Step Up To Leadership, etc.	84
(2.Agency Specific) Legislators briefed/updated regarding the needs of those living in poverty within their districts, etc.	- Legislative visits - Agency events - Head Start events - Other Public Relations events	8

## 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>		
<b>3.1 Civic Investment</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(3.1.A.) Volunteer hours donated by and/or “on-behalf” of 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 - Poverty Simulations - School Fairs	100,000
<i>Expected Outcome</i>		
<b>3.2 Community Empowerment through Maximum Feasible Participation</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(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, Step Up To Leadership, etc.	47
(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: Poverty Simulations, Step Up To Leadership, etc.	60

## **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>		
<b>4.1 Expanding Opportunities through Community-Wide Partnerships</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(4.1.A-E.) SCMCAA will achieve the following outcomes by working with community organizations: - coordination of services - improve community planning - achieve specific outcomes - improve program efficiency - support cultural, ethnic & special needs of low-income people	- Outcomes made possible by the sustainability of the following initiatives: - Community Gardens (7) - Financial Education Partners (6) - Adult Computer Literacy (7) - CPR/First Aid Classes (7) - Early Childhood Literacy (7) - Community Emp.Collaborations (2) - Health Empowerment Literacy Project partners (7)	42
<i>Expected Outcome</i>		
<b>4.2 Partnerships with Faith Based Organizations</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(4.2.) SCMCAA partnering with Faith-Based Organizations	-Seat/maintain at least one Agency Board Member with ties to religious community/FBO - Encourage participation of local ministerial alliances in community/agency projects	48

## 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>		
<b>5.1 Broadening The Resource Base</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(5.1.A-J.) Increased number of: - governmental funding sources - non-government dollars - volunteer hours - in-kind	- Find untapped federal/state funds - Actively / aggressively work to obtain additional non-government funding to support agency efforts - Train board members to find dollars/in-kind - Set up standing committees of community volunteers to: volunteer time, find in-kind, raise funds	1 new funding source / year  5% annual increase funds  7 volunteer standing committees
<i>Expected Outcome</i>		
<b>5.2 Increase In Employees Obtaining Credentials That Improve Capacity</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(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 - Require all Program Directors to earn CCAP credential by 2013 - Set up reimbursement opportunities for staff completing Associates, Bachelors & Masters	- 4 FDC  - CDA credentials (as needed)  - 2 BPI  - 6 CCAP  - Associates, Bachelors, Masters (as needed)

<i>Expected Outcome</i>		
<b>5.4 SCMCAA Has The Capacity for Integration &amp; ROMA Implementation</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(5.4.A.) Increase in the number of SCMCAA employees who receive ROMA training.	<ul style="list-style-type: none"> <li>- Discuss ROMA to newly hired employees during Agency Orientation</li> <li>- Set up annual ROMA training event by department</li> </ul>	<ul style="list-style-type: none"> <li>- Revamped Orientation Process</li> <li>- Annual Agency Training Event</li> </ul>
(5.4.B.) Increase in the number of SCMCAA board members who receive ROMA training.	<ul style="list-style-type: none"> <li>- Discuss ROMA to newly seated board members during Agency Orientation</li> <li>- Set up annual ROMA training event for board members</li> </ul>	<ul style="list-style-type: none"> <li>- Revamped Orientation Process</li> <li>- Annual Board of Directors Training Event</li> </ul>
<i>Expected Outcome</i>		
<b>5.(Agency Specific) SCMCAA Has The Capacity to Meet Future Challenges</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(5.Agency Specific) <ul style="list-style-type: none"> <li>- Increase overall training of all staff and board of directors.</li> <li>- Increase awareness of agency services to staff, board, community &amp; clients.</li> </ul>	<ul style="list-style-type: none"> <li>- Regional Cross Training system</li> <li>- Quarterly County Inter-Agency Meetings</li> <li>- Creation of Development Director position at Program Director level</li> <li>- Central coordination of research, planning and execution of agency projects</li> <li>- Improved Agency Communications (website)</li> <li>- Updated Agency Brochures, Reports</li> <li>- New Board Opportunities (training, replacement, rotation, committee expansion, planning, etc.)</li> <li>- Provide on-going education, training &amp; support services to HS/EHS teachers</li> <li>- Leadership Development (staff &amp; board members)</li> <li>- Succession Planning (staff &amp; board members)</li> </ul>	<ul style="list-style-type: none"> <li>- 3 Regional Cross Trainings / year</li> <li>- Annual Agency Orientation Day (staff &amp; board)</li> <li>- 4 Quarterly County Mtgs.</li> <li>- 1 Customer Satisfaction Survey/Dept.</li> <li>- 1 Program Survey per Department</li> <li>- Revamped and usable Agency Website</li> </ul>

## **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> <b>6.1 Independent Living</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(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"> <li>- Quality outreach offices to assist seniors and disabled clients through LIHEAP</li> <li>- Seamless delivery systems to mail, receive and process LIHEAP applications with superb efficiency</li> <li>- Agency systems in place to provide top-notch customer service to clients</li> </ul>	<p>1,700 Senior Citizens receive LIHEAP assistance</p> <p>3,300 Individuals with Disabilities receive LIHEAP assistance</p>
<i>Expected Outcome</i> <b>6.2 Emergency Assistance</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(6.2.A.) Eligible low-income people receive emergency assistance for Food.	<ul style="list-style-type: none"> <li>- Provide clients with opportunities to obtain emergency assistance programs for food such as (but not limited to):                             <ul style="list-style-type: none"> <li>- Emergency Food &amp; Shelter Program (EFSP)</li> </ul> </li> </ul>	160
(6.2.B.) Eligible low-income people receive emergency assistance for Emergency Payments to Vendors for fuel and energy bills and rent/mortgage payments.	<ul style="list-style-type: none"> <li>- Provide clients with opportunities to obtain emergency assistance programs such as (but not limited to):                             <ul style="list-style-type: none"> <li>- Energy Crisis Intervention Program</li> <li>- Dollar Help</li> <li>- Dollar More</li> <li>- Emergency Food Shelter &amp; Program (EFSP)</li> <li>- Homelessness Prevention &amp; Rapid Re-housing (HPRP)</li> </ul> </li> </ul>	5,000

*Expected Outcome*

**6.3 Child & Family Development – Infants & Children**

<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(6.3.A.1) Infants and young children obtain age appropriate immunizations, medical and dental care.	<ul style="list-style-type: none"><li>- Systems to guarantee that all children, infants and pregnant mothers receive enrolled in HS &amp; EHS receive services</li><li>- School-aged children attending county Back To School Fairs receive health/wellness screenings (vision, hearing, dental, immunizations, head checks)</li><li>- Follow-up services to check that services were received</li></ul>	Minimum of 662 children receive health, vision, mental health, & dental screenings and follow-up services  Minimum of 8 pregnant women receive prenatal services  Approximately 1,500 children receive screenings  75 children receive follow-up services
(6.3.A.3) Three to four year old children participate in pre-school activities to develop school readiness skills.	<ul style="list-style-type: none"><li>- Provide HS/EHS services to income eligible children ages 0-3 &amp; 3-5</li><li>- Expand EHS services into other communities</li></ul>	598 HS enrolled children  64 EHS enrolled infants/children
(6.3.A.4) Children enrolled in Head Start are developmentally ready to enter Kindergarten.	<ul style="list-style-type: none"><li>- Provide children with the necessary knowledge to start school ready to learn</li><li>- Provide parent education opportunities on issues important to parents in the further development of their child</li></ul>	400

<i>Expected Outcome</i> <b>6.6 Referrals</b>		
<b>Goal</b>	<b>Strategies</b>	<b>Targets</b>
(6.6.A.) Increased number of Inner-Agency Referrals made to clients served by SCMCAA.	<ul style="list-style-type: none"> <li>- Create all-agency intake, assessment, referral process for all programs</li> <li>- Train staff to know and use all available inner and outer agency resources</li> <li>- Systematically update MIS to reflect current reality regarding local referral resources</li> </ul>	5,500
(6.6.B.) Increased number of Outer-Agency Referrals made to clients served by SCMCAA.	<ul style="list-style-type: none"> <li>- Create all-agency intake, assessment, referral process for all programs</li> <li>- Train staff to know and use all available inner and outer agency resources</li> <li>- Systematically update MIS to reflect current reality regarding local referral resources</li> </ul>	2,000