

Jefferson/Franklin Community Action Corporation Strategic Planning Process

DATE: 8/12/15-8/14/15

Focus Question: How do we, over the next 3-5 years to empower low-income individuals and families to reach their highest level of success by integrating community resources?

ENVIRONMENTAL SCAN				
Basic Facts & Data about our Current Situation	Recent Accomplishments	Recent Challenges/Setbacks	Trends	Benefits/Advantages and Challenges/Disadvantages to Developing a Strategic Plan
<ul style="list-style-type: none"> 128 staff Mix of urban and rural Cover 2 counties 11.2% poverty level Provide WIC, HS, WX, CS Grandparents raising grandchildren High substance abuse/mental health needs Gap in mental health services Community college & career center available Influx of inner city families moving into Jeff co High free/reduced 	<ul style="list-style-type: none"> Helped participant open day care center Agency survived crisis period and able to continue services Improve finance reporting and understanding Head Start restructure Building agency capacity-staff Staff are dedicated and excited Open QI department Combining agency services Right people in the right place Bob has provided leadership through the transition Staff are brainstorming more Participants notice opportunities offered and taking advantage of them 	<ul style="list-style-type: none"> Trust issues Credibility issues Coming out of a difficult year Breaking down silos Head Start re-compete Geographic challenges Transportation IT/network Program silos Communication Lots of change happening at once Finding an agency identity Exclusive communities Proactive rather than reactive funding Funding diversity 	<ul style="list-style-type: none"> Grandparents raising grandchildren Single fathers New people Increase in Hispanic, Spanish speaking population Area is a sort of pass through for families Increase in crime in new areas-wide spread Increase in suicide Increase in heroin/drug use 	<ul style="list-style-type: none"> People ready to share ideas Talking about the future Take the plan to <u>all</u> staff Prioritize next steps Identify partner expansion Identify “root cause” of issues Move to a proactive process/service Identify impact (long term) agency can have Build trust and accountability

<p>lunch</p> <ul style="list-style-type: none"> • 75% of dwellings in St. Clair are rentals • Increase of rent costs in Jeff Co • Jeff Co families moving to Franklin Co • Housing huge issue • No emergency housing • Families move between Jeff and SL Co for resources • Families live in crisis mode • Jobs through temp services • Hospital, schools, & colleges in each county as major employers • Still feel the effect of car plant closure • Construction industry big in community • 5.62% unemployment • Unemployed no longer collecting benefits • Not enough available child care • Pre-k programs in schools • Agency currently in transitions period (leadership level) • Seeing families w/ high levels of stress and anxiety 	<ul style="list-style-type: none"> • Resilient staff • Hunger task force • Strengthen community partnerships 		<ul style="list-style-type: none"> • Political shift to more conservative • Funding cuts 	
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Practical Vision

What do we want to see in place in 3 – 5 years as a result of our actions?

Quality, Affordable, Child Care Expansion	Reduced Barriers to Employment	Building an Evidenced-Based Practice	Emergency Housing Expansion	Impactful Internal and External Identity	Center for Specialized Education	Sustainability Through Diversified Funding	High Quality Impact of Agency Services	Improved Access to Nutritional Food
<ul style="list-style-type: none"> • Head Starts more wide spread (all parts of the county) • Provide low income day care • Open agency day care • Head Start Children educational success 	<ul style="list-style-type: none"> • Car repair/purchase program • Transportation new business • JFCAC expanded created more jobs • Employment barriers; childcare, transportation, health 	<ul style="list-style-type: none"> • Mindfulness project demonstrating success • 5 year resiliency mindfulness training center project • Toxic stress: psychology of poverty, counseling/coaching • More mental health options • Providing training for other Head Start 	<ul style="list-style-type: none"> • Homeless center • Have emergency housing • Program for emergency housing • We have an emergency shelter for families to stay together in Jeff or Frank county • We have emergency housing for homeless teens • Transitional housing programs in both counties 	<ul style="list-style-type: none"> • Strong Agency Identity • JFCAC is a household word • Communication on plan-internal, external • Internal and external agency communication • Morale is up with less turnover • Monthly cross-training team meetings at agency 	<ul style="list-style-type: none"> • Classes on budgeting and how to save money • Offers nutrition classes with dietician • Create community gardens • Home ownership through employment and higher wages • Homeowner ship classes • Weatherizing more homes • Specialized 	<ul style="list-style-type: none"> • Have corporate sponsors to repair cars • Fund development program • More diversified funding; increased from foundations and community donors • Create volunteer program • Diversified funding (less reliance on Feds) 	<ul style="list-style-type: none"> • Strong continuous improvement plan • QI promoting agency team success by using a score card • Systematic approach throughout the entire agency • QI plan for entire agency 	<ul style="list-style-type: none"> • Year round food backpack program • No children will go hungry

		<p>programs nationwide</p> <ul style="list-style-type: none"> • Improved outcomes in child mental health 	<ul style="list-style-type: none"> • Opened homeless shelter • Emergency rent program • Homelessness emergency shelter, transitional housing, permanency 	<ul style="list-style-type: none"> • Educate public about poverty • We have better communication between departments by having monthly meetings • Facebook, twitter, blog page • Strong staff morale • Agency/communication; HUB, dept. collaborations • JFCAC known well in community 	<p>services for limited English speaking population</p> <ul style="list-style-type: none"> • Classes for food preservation • Improve education 			
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Underlying Contradictions

What is blocking us from moving toward our vision?

Negative Agency Culture	Exceptionally Poor Inner-Agency Systems	Untapped Funding Resources	Weak Agency Image	Poor Internal and External Communication
<ul style="list-style-type: none"> • Not a proactive agency culture • Not having upper management support • Fear of taking on a big challenge • Grieving process and need for healing from past experiences in the agency • Not allowed involvement in community organizations • Confidence that we can make an impact • Overcoming the past mentality of the agency • Not enough social activities for staff • Expand training opportunities fairly among all staff 	<ul style="list-style-type: none"> • Outdated agency systems • Still needing a strong internal agency structure • Need an updated action plan • Need a stronger foundation • Not collecting information that is needed • Not sharing information that is collected • Utilization of staff/resources • Time to dedicate to new projects taking away from current programs 	<ul style="list-style-type: none"> • Funding • Not enough funding for staff to complete jobs • Limited resources for space to expand services • Restrictions on the way funding can be utilized • Not enough staff to complete jobs • No equipment for new programs • Offices and resources are spread out because of limited funding 	<ul style="list-style-type: none"> • Need strong identity • Not using media due to restrictions • Need credibility • Negative stigma impacting community partnerships • Negative stigma impacting participants • Unable to engage participants due to external factors and perceptions 	<ul style="list-style-type: none"> • Not enough staff knowledge of programs • Limited awareness of individual programs (staff) • Limited community awareness • Need knowledge to create community garden


Strategic Directions

What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?

Increase Internal Agency Collaboration	Refine Agency Organizational Structure	
<ul style="list-style-type: none"> • Multi-level teams within agency • More personal contact with upper management • Informal meetings with various program staff • Engage staff in decision/suggestion making teams • Develop and utilize HUB • Train staff on how to use agency HUB • Cross training of staff to learn what each other does 	<ul style="list-style-type: none"> • Update policy/procedure manual • Update agency flow chart • Update and accurately define job duties • One base data collection/agency • Identify key positions for succession planning • Protective time for developing projects • Rethink what we are measuring for agency outcomes • Create program schedule, create realistic timeframe to prepare and implement projects • Create policies and procedures for each department • Create method to calculate/measure outcomes • Create measurable action plan • Reassign staff responsibilities 	 <p style="text-align: center;">SD1: Revitalizing the Agency for Maximum Efficiency</p>


Strategic Directions *(continued)*

What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?

Expand Agency Recognition	Identify Untapped Funding Resources	
<ul style="list-style-type: none"> • Offer class at community partners to educate clients on agencies offerings • Promote agency at community activities (fairs) • Develop agency wide media templates (social media, radio, newspaper, t.v.) • Sign up for local parades • Utilize social media • Throw a party for public • Create communication plan (from internal to external) • Rent bill boards • Use QI data to make statements about our success • Constant messaging, marketing, and branding • Develop social media account to promote agency/programs • Advertise in local papers 	<ul style="list-style-type: none"> • Develop a database for donors, grants • Utilize the Benevon fundraising model • Prospecting the well-known to provide unrestricted funds • Create resource development plan 	 <p style="margin: 0;">SD2: Engaging New Markets to Enhance Agency Capacity to Achieve Our Mission</p>

Strategic Directions

What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?

Build Staff Morale	Effectively Equip Employees	
<ul style="list-style-type: none"> • Develop Recognition program • Reward staff for community organization involvement • Highlight success stories on HUB • All staff social events (ex. Summer picnic, Christmas party) • Team building of staff by outside persons • Educate staff, offer incentives • Celebrate staff achievements • Management reward great ideas 	<ul style="list-style-type: none"> • Find specific training for staff • Strong leadership training • Rotate training opportunities • Staff training for all staff • Cross training • Identify staff strengths/weaknesses for staff development and succession planning • Job/Cross training to make employees more efficient • Provide training staff feel they need • Weekly newsletter for staff • All staff training on updated systems 	 <p style="margin: 0;">SD3: Empowering Staff to Reach Their Highest Potential in a Thriving Work Environment</p>

First Year Accomplishments

Strategic Direction 1: Revitalizing the Agency for Maximum Efficiency

Current Reality	1 st Year Accomplishments	Success Indicators <i>(what would be different in 2- 3 years as a result of our actions)</i>
<ul style="list-style-type: none"> • Dictated by past • Old system/policies in place • Unreliable information • Working in grey area • Policies and procedures lacking • Still brainstorming • No implementation plan • No sense of direction for present • Agency operating in crisis mode • A lot of unknown • Organizational chart and job descriptions need updated • HS re-organization resulted in fear • Agency re-positioning self • Rely on traditional funding • Agency-wide data collection is a challenge • What is agency actually reporting • People don't know what Community Action actually is • Agency does not have a volunteer program • Don't track long term impact • Brand new HUB being put in place 	<ol style="list-style-type: none"> 1. HUB implemented agency-wide 2. Score card developed (phase 1) 3. All job descriptions updated 4. Organizational chart done and provided to staff 5. Increase volunteers 6. Policies and procedures reviewed and recommendations made 7. Strategic plan complete 8. Established mission/vision shared and displayed 9. Review employee orientation 	<ul style="list-style-type: none"> • All HS kids enrolled in MOPD • Policies and procedures updated • HUB is utilized by all staff • Q.I. plan in place • Update organizational chart • Updated job descriptions agency-wide • Agency score card implemented • Proactive with agency action plan • Strategic plan • CNA • Communication plan • Volunteer program in place • Staff share a common vision • Staff secure in employment • Develop agency-wide intake • All leadership team members have a succession plan in place

First Year Accomplishments *(continued)*

Strategic Direction 2: Engaging New Markets to Enhance Agency Capacity to Achieve Our Mission

Current Reality	1 st Year Accomplishments	Success Indicators <i>(what would be different in 2- 3 years as a result of our actions)</i>
<ul style="list-style-type: none"> • No social media presence • No agency-wide promotional materials • No agency promotional display • Do not present in community events • Do not have agency logo • No resource development plan • Have some private funders/donors • Need elevator speech for all • Don't utilize the media • Depend on traditional funding • Best kept secret • Never conducted agency fundraiser 	<ol style="list-style-type: none"> 1. Develop media kit 2. Agency logo 3. Elevator speech 4. Introduce new CEO 5. Participate in one community event 	<ul style="list-style-type: none"> • Event held in both counties to highlight agency • Establish FaceBook page • Diversified funding • Utilizing social media • Have an agency logo • Establish donor database • In-kind data base • Resource development plan • Resource development position • Community knows JFCAC • Community presentation kit • Presentations done • Use data to promote agency • Increase community partners • Share CNA • Templates for media • Marketing plan

First Year Accomplishments *(continued)*

Strategic Direction 3: Empowering Staff to Reach Their Highest Potential in a Thriving Work Environment

Current Reality	1 st Year Accomplishments	Success Indicators <i>(what would be different in 2- 3 years as a result of our actions)</i>
<ul style="list-style-type: none"> • Staff still grieving • Reviving happening at this time • Staff want to know more • Communication is an issue • Board unaware of impending issues • Agency has strong staff • Walking on egg shells • Board is very involved • Renewed hope to be empowered • Staff want training and opportunities to learn • Uncertainty of staff • Major staff changes at busy time • Not a big part of Community Action Agency network • Trying to overcome restrictions that used to be • Staff negativity • IT needs • Decisions take a long time to be made • Staff don't know each other • No opportunities for social interaction • Silos 	<ol style="list-style-type: none"> 1. Develop local MACA chapter 2. Training plan developed and start implementation 3. Staff trained on ROMA 4. Conduct annual employee satisfaction survey 5. Conduct IT assessment 6. Cross department meetings held 7. MACA membership increased 8. One cross department project completed 9. Annual agency/board event held 10. Board member invited to community events 	<ul style="list-style-type: none"> • Past no longer used as excuse • Staff engaged in planning • Decrease in turnover rate • Majority of staff report job satisfaction • Staff know each other • JFCAC involved in MACA professional alliances • People know who to talk to • Board is aware of impending issues • Board involved in community projects • IT systems work • All IT needs are met • Decisions are made in a timely manner • Staff cross training • Departments collaborate on projects/programs • Agency promotion vs. program promotion • Agency-wide events held (flexible) • Training held on regular basis • Training plan implemented • Cross department meetings • Staff visit other community action agencies • MACA membership increases