



2017 Strategic Plan

Jefferson/Franklin Community Action Corporation



Jefferson Franklin
COMMUNITY ACTION CORPORATION

Plan Dates (October 2015 – 2018)



2017 Strategic Planning Agenda

Day One:

- **JFCAC's Ten in Five Years**
- **Cross Reference the Ten in Five Years with ROMA**

Day Two:

- **Review of 2016 Goals and Identify Remaining Items to Accomplish from 2016**

Day Three:

- **Review Agency Needs Assessment and Identify Key Areas of Focus**
- **Begin Establishing What We Want to Accomplish in 2017 on Our Ten in Five Years**

Day Four:

- **Complete Establishing What We Want to Accomplish in 2017 on Our Ten in Five Years**

Day Five:

- **Develop Roma Goal/ Ten in Five Year / 2016 Remaining Items and CNA Crosswalk**
- **Identify Workgroups and Chart a Path – Strengths Identification for Workgroups**

- **Day Six may be needed**

Once the Strategic Planning Process is completed the Leadership Committee at JFCAC will meet and review strategic directions and give workgroups assignments.

Step 1: 1/2 Day

JFCAC TEN IN FIVE

1. Housing Expansion	2. Summer/ After School Programs	3. Homeless Shelter / Transitional Living Program	4. Homeless Youth Program	5. Women's Health Clinic	6.JF CAC Mental Health Services	7. Education Center	8. Parent Programs	9. Entrepren. Opportunities	10. Transport. Plan
<ul style="list-style-type: none"> ➤ Pursue Voucher Program for Special Population: Elderly, Families, Veterans, DD and Mentally ill ➤ Locate Apartment Complexes for Special Populations Based on Extent of Housing Needs 	<ul style="list-style-type: none"> ➤ Stand Alone Programs ➤ Mental health Programs in Conjunction with JFCAC's MH Clinic 	<ul style="list-style-type: none"> ➤ Able to admit in emergency situations ➤ Able to house families together 10-12 acres ➤ Work Opportunities on site: farm, selling produce, small production contracts, cleaning ... ➤ Self- sufficiency / life skills training ➤ SE Through JFCAC Education Center or CSBG CM – Through JFCAC Education Center ➤ Job Placement Through JFCAC's Education Center ➤ Priority Housing Vouchers through JFCAC's Housing Program ➤ Mental Health Services Through JFCAC Mental Health Clinic ➤ Mindfulness through JFCAC's Mental Health Clinic ➤ Head Start (Home Based or Site Based) through JFCAC's Head Start Program 	<ul style="list-style-type: none"> ➤ Develop in in collaboration with faith-based drop in program ➤ Provide meals, clothing, hygiene supplies, health care and other similar services. ➤ Use Active treatment to engage youth ➤ Mental health and substance abuse assessments and services – through JFCAC's Mental Health Clinic ➤ Programs to help develop self-sufficiency – through JFCAC's Education Center ➤ Placement planning ➤ Job skills development and employment support – Through JFCAC's Education Center 	<ul style="list-style-type: none"> ➤ Prenatal Care ➤ Health issues ➤ Education ➤ Breast Feeding Program ➤ Nutrition ➤ Potential: expand to Family and Child health care 	<ul style="list-style-type: none"> ➤ Mental Health treatment ➤ Case management ➤ Mindfulness ➤ Substance abuse assessment and treatment <p>Will serve JFCAC clients and others grant based programs so there is no competition with Comptrea</p> <p>Depends upon ability to obtain a Community Mental Health Medicaid number.</p>	<ul style="list-style-type: none"> ➤ Developing of Self-sufficiency and self-sustainability skills ➤ Budgeting ➤ Life Skills ➤ Job skills ➤ Home maintenance workshops ➤ Supported employment ➤ Changing the "poverty mindset" ➤ Teaching videos "helpful tips" ➤ Mentoring and Volunteer programs 	<ul style="list-style-type: none"> ➤ Education and support groups for parents <ul style="list-style-type: none"> -Fathers -Mothers -Grandparent <p>Arrange incentives/work opportunities simultaneously with education and support groups.</p> <ul style="list-style-type: none"> ➤ Parenting professionals available 24 hours to respond to crises 	<ul style="list-style-type: none"> ➤ Lawn services ➤ substitute teachers/teacher aides, on-call child care aides ➤ Cleaning service ➤ Farming/produce ➤ Construction ➤ solar energy/win dmills 	<ul style="list-style-type: none"> ➤ Explore for Head Start needs but consider broader use by JFCAC clients and by the community

** Exploration of tax credits, economic development initiatives, state contracts as well as other grants; Need new administrative office space (Merchant St and St. Claire) - One Point of Entry implementation plan

Step 2: 1/2 day

Cross Walk ROMA Goals with JFCAC Strategic Directions (Ten in Five)


ROMA GOAL					
FAMILY	COMMUNITY	COMMUNITY	AGENCY	AGENCY	FAMILY
Goal 1. Low-income people become 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 systems.
Housing Expansion	Housing Expansion	Housing Expansion	Housing Expansion		Housing Expansion
Summer Program/After School Program	Summer Program/After School Program	Summer Program/After School Program	Summer Program/After School Program		Summer Program/After School Program
Homeless Shelter / Transitional Program	Homeless Shelter / Transitional Program	Homeless Shelter / Transitional Program	Homeless Shelter / Transitional Program		Homeless Shelter / Transitional Program
Homeless Youth	Homeless Youth	Homeless Youth	Homeless Youth		Homeless Youth
Health Clinic	Health Clinic		Health Clinic	Health Clinic	Health Clinic
Community Action Mental Health	Community Action Mental Health	Community Action Mental Health	Community Action Mental Health	Community Action Mental Health	Community Action Mental Health
Education Center / Training Center	Education Center / Training Center	Education Center / Training Center	Education Center / Training Center	Education Center / Training Center	Education Center / Training Center
Parent Programs	Parent Programs		Parent Programs	Parent Programs	Parent Programs
Entrepreneurial Opportunities	Entrepreneurial Opportunities	Entrepreneurial Opportunities	Entrepreneurial Opportunities	Entrepreneurial Opportunities	Entrepreneurial Opportunities
Transportation	Transportation		Transportation		Transportation

Step 3: 1/2 Day

Jefferson/Franklin Community Action Corporation Strategic Planning Process 2016


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 • Evaluate and modernize technology (printers – copy machine - paperless environment – phone systems – vpn ... • Need an inventory system • Training database 	 <p>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 • Educate staff on Advocacy and Community Action – MACA History – JFCAC History • Establish connections / relationships with local governmental officials 	<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 	

Strategic Directions – *continued*

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 • Use staff strengths 	<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 – work to utilize staff effectively • Job/Cross training to make employees more efficient • Provide training staff feel they need • Weekly newsletter for staff • All staff training on updated systems • Name Badges • Educate staff on MACA and history of Community Action • Training database 	 <p>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. Implement HUB agency-wide, train on Hub and build its capacity 2. Develop Active Score Card for four main programs 3. Update all Job Descriptions and develop standard operating procedures for all positions 4. Update Organizational Chart and make place on hub for all staff 5. Develop a Volunteer Program 6. Complete Strategic Plan and yearly goals 7. Review Mission Statement and create four new possible statements for staff to vote on – review agency values and create four new groups of values for staff to vote on 8. Create a new Employee Orientation Process 9. Evaluate all present data collection systems and formulate recommendations to consolidate and create uniformity 10. Create an agency renovation plan 	<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

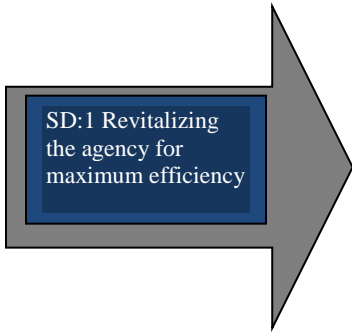
<p>Current Reality</p>	<p>1st Year Accomplishments</p>	<p>Success Indicators <i>(what would be different in 2- 3 years as a result of our actions)</i></p>
<ul style="list-style-type: none"> • No social media presence • No agency-wide promotional materials • No agency promotional display • Do not present 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 and plan to create consistent branding 2. Create a new logo and embed it into all agency documents / business cards / letterheads... 3. Host a 50 year anniversary community event for JFCAC and Community Action 4. Create a Fund Development Plan 5. Develop Agency Community Event Plan 6. Develop a Marketing Plan 	<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

<p>Current Reality</p>	<p>1st Year Accomplishments</p>	<p>Success Indicators <i>(what would be different in 2- 3 years as a result of our actions)</i></p>
<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 a Networking and Educational Plan 2. Develop a Staff Development Plan 3. Develop a Training Tracking System 4. Establish ROMA Goals for all Programs 5. Complete Annual Staff Evaluation and follow-up to all recommendations and noted problematic areas 6. Conduct IT Assessment and Recommendations 7. Create a Meeting Calendar that is consistent throughout the year and place on HUB for all staff 8. Complete a survey of clients and staff regarding when it is best for staff to close doors to the public for lunch and for meeting times 9. Develop and Coordinate an All Staff Meeting Schedule and other events that allow staff and Board and community to interact and learn more about JFCAC's collective Identity. 10. Develop and implement an agency Incentive Program 11. Create a new employee Evaluation tool 	<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

First Year Calendar of Accomplishments



Year One Goal	Action Steps	Committee / Person Responsible	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Implement HUB agency-wide, train on Hub and build its capacity	<ol style="list-style-type: none"> 1. Create HUB 2. Training on HUB 3. Build HUB Capacity surrounding ways to improve program's communication 4. Make HUB able to allow others to access some stuff from other programs 5. Create process for uploading things to the HUB so it all does not have to go to Neal 6. Create a group to govern the HUB's usage and content as it grows 7. Survey all staff on HUB 8. Make needed changes as per the survey results 	Neal Mathews	1, 2	3, 4, 5	6	7, 8
Develop Active Score Card for five main programs	<ol style="list-style-type: none"> 1. Develop Policy and Procedures for all five main programs (not included on this year one goals because it is a separate goal – see steps for it below) 2. Develop Scorecard for HS 3. Develop Scorecard for CSBG 4. Develop Scorecard for Housing 5. Develop Scorecard for Weatherization 6. Develop Scorecard for WIC <p>NOTE: assist each program as the score is being developed with their ROMA goals making certain the ROMA goals are measureable and observable and then incorporate ROMA Goals into each Scorecard</p>	Stephanie Kerth	No 1 st quarter goal because 1 st quarter policies and procedures for Head Start will be developed – see policy and procedure one year goals below	2	3	4 NOTE: Step 5 and 6 move into next year
Develop Standard Operating Procedures	<ol style="list-style-type: none"> 1. Basic Tasks Identified from each job description 2. Review tasks and have each program give explicit instructions as to how each task is carried out in detail 3. Give all of these after being reviewed and revised to IT to put in consistent format 4. Upload to Hub and begin using 	Organization Structure		1 NOTE: Diana should have the new job descriptions completed by this time – see	2, 3	4

JFCAC Strategic Planning Process

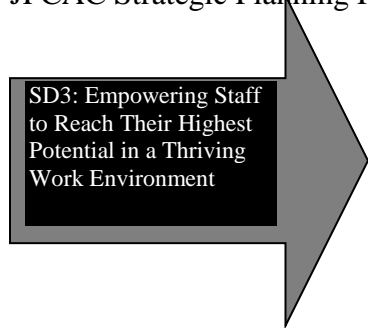
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Update all Job Descriptions	<ol style="list-style-type: none"> 1. Create Format 2. Meet with Directors 3. Create Drafts – revise and review 4. Board Approval 5. Implement 	Diana Hayes	1,2	3,4	5	
Update Organizational Chart and make place on hub for all staff	<ol style="list-style-type: none"> 1. Review Organizational Charts 2. Make Changes 3. Take to Board for Approval if needed 4. Upload to HUB 	Diana Hayes	1,2	3,4		
Develop a Volunteer Program	<ol style="list-style-type: none"> 1. Research other plans 2. Develop our plan including agency policy and procedures 3. Market to the community 4. Begin bringing in new volunteers 	External Communication	1	2	3	4
Complete Strategic Plan and yearly goals	<ol style="list-style-type: none"> 1. Facilitators have monthly meetings with Executive Team to discuss progress and suggestions and financial needs 	Facilitators	1	1	1	1
Review Mission Statement and create four new possible statements for staff to vote on – review agency values and create four new groups of values for staff to vote on	<ol style="list-style-type: none"> 1. Strengths and weaknesses identified on current mission statement 2. Develop four new possible mission statements and four new combinations of agency values 3. Take narrowed down group to leadership and executive team to get their approval to proceed with allowing the four proposed mission statements and the four proposed combination of agency values to go out in a survey to all staff. 4. Survey clients and community and board and policy council on the final approved four mission statements and the four sets of agency values. 5. Reveal new statement and values 	External Communication	1	2	3	4, 5
Create a new Employee Orientation Process	<ol style="list-style-type: none"> 1. Evaluate current system 2. Evaluate program processes 3. Develop a list of Strengths and weaknesses 4. Formulate recommendations 5. Take to leadership and executive team for feedback 6. Implement 	Organizational Structure	1	2,3	4	5,6
Evaluate all present data collection systems and formulate recommendations to consolidate and create uniformity	<ol style="list-style-type: none"> 1. Evaluate all systems 2. Make recommendations for a more consolidated system to executive team 3. Implement new system 	Neal, Diana Stephanie	1	1	2	3
Create an agency renovation plan	<ol style="list-style-type: none"> 1. Meet with staff and identify strengths and weaknesses of current location of all offices and programs 2. Develop Plan to conquer all building an office location changes 3. Create Map 4. Make Available on HUB 5. Create games to help staff learn where everyone is 	Employee Morale	1	2	3, 4	5
Create an Osha Plan	<ol style="list-style-type: none"> 1. Review All Osha Standards and determine which apply to an agency like JFCAC 2. Implement all OSHA requirements across JFCAC's sites 3. Develop Policies and Procedures and ongoing monitoring to ensure OSHA standards are continually adhered to. 	Safety and Risk	1	2	2	3

JFCAC Strategic Planning Process

SD2: Engaging New Markets to Enhance Agency Capacity to Achieve Our Mission

Year One Goal	Action Steps	Committee / Person Responsible	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Develop media kit and plan to create consistent branding	<ol style="list-style-type: none"> 1. Identify what items will be in our media Kit 2. Create all items – brochures, flyers, power point presentations 3. Get all items approved by executive team 4. Put Kit together and make a plan for making sure all staff know the media kit is available whenever they need it for presentations or ... 	External Communication	1	2	2	3, 4
Create a new logo and embed it into all agency documents / business cards / letterheads...	<ol style="list-style-type: none"> 1. Create logo 2. Create Letterhead and new Business Card Templates 3. Take various samples to Executive Team and Leadership for approval 4. Begin using 	External Communication	1	2, 3	4	
Host a 50 year anniversary community event for JFCAC and Community Action	<ol style="list-style-type: none"> 1. Establish steps for sponsoring a 50 year anniversary community event 2. Implement steps 3. Host the Event 	Staff Morale	1	2	2	3
Create a Fund Development Plan / Marketing Plan	<ol style="list-style-type: none"> 1. Begin discussion regarding a Fund Development / Marketing Plan for JFCAC 2. Be ready to really move forward with a plan by next year 	Organizational structure			1	1,2
Develop Agency Community / Networking Event Plan and education	<ol style="list-style-type: none"> 1. Determine who is presently going to events throughout the year 2. Identify additional events that we should be attending 3. Create an Agency Community and Networking Event Plan and assign people to attend 4. Have ongoing meeting to add events as they arise and assign staff 5. Create a written procedure as to how the information obtained by staff can be brought back to the agency and shared in an education effort 6. This committee should create a plan for this year but should also be ready to have a revised plan ready for next fiscal year prior to budgeting so the cost can more mindfully be included in the budget 	Internal Communication	1, 2	3	5	6 NOTE: Ongoing meeting will be held each quarter to continue to build the plan and add new events

JFCAC Strategic Planning Process



Year One Goal	Action Steps	Committee / Person Responsible	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Develop a Staff Development Plan	<ol style="list-style-type: none"> Determine who is presently going to trainings throughout the year Identify additional trainings that we want JFCAC staff attending Survey Staff to see what type of training they feel they need Begin the creation of a Staff Development Plan include all trainings and the staff who will be attending Have ongoing meeting to add trainings as they arise and assign staff Create a written procedure as to how the information obtained by staff can be brought back to the agency and shared in an education effort This committee should create a plan for this year but should also be ready to have a revised plan ready for next fiscal year prior to budgeting so the cost can more mindfully be included in the budget 	Training	1	2, 3, 4	6	7 NOTE: Step 5 will be done each month throughout the year or as needed to continue to develop this plan
Develop a Training Tracking System	<ol style="list-style-type: none"> Get all Directors to send all training requirements to Diana Load training software that Diana already has Pull all historical data into the database Train staff on how to use it Create a written procedure for how training will be tracked 	Diana Hayes	1	2, 3	4, 5	
Establish ROMA Goals for all Programs Complete Annual Staff Survey and follow-up to all recommendations and noted problematic areas	<p>See Scorecard One Year Goal above</p> <ol style="list-style-type: none"> Develop Survey Send Survey out to all staff Share scrubbed results – with names take out with all staff Share results with the personnel committee of the board 	Stephanie Kerth Diana Hayes	1,2	3,4, 5	5	5, 6

JFCAC Strategic Planning Process

Conduct IT Assessment and Recommendations	5. Personnel Committee of the Board to address all areas noted on the survey as areas of concern for staff					
	6. Report back to staff on how their concerns were addressed					
Create a Meeting Calendar that is consistent throughout the year and place on HUB for all staff	1. Assess all IT needs for the agency including printers, copy machines, servers...	Neal Mathews	1	1, 2, 3	4	4
	2. Create a proposal for addressing the needs					
Develop and Coordinate an All Staff Meeting Schedule and other events that allow staff and Board and community to interact and learn more about JFCAC's collective Identity	3. Present to Executive Team					
	4. Move forward with proposal					
Develop and implement an agency Incentive Program	1. Meet with all Directors and Supervisors and work with all of them on developing a consistent meeting schedule that can be placed on the HUB for all staff to know when people are gathering for their meetings	Internal Communication	1	1, 4	2, 3, 5	
	2. Address issues at that meeting regarding things like how to get coverage while they are meeting – sharing staff so other staff can have meetings and not be interrupted					
	3. Also address lunch issue – how to effectively allow all staff to have a lunch break without closing the doors to the public or without closing the doors during the times when clients are on their lunch break.					
	4. Get meeting schedule uploaded to HUB					
	5. Make any changes to the way we are doing our lunches					
	1. Determine how many times an All Staff Meeting is needed	Team Building	1, 2, 3	4, 5, 6, 7		
	2. Determine what other events might be nice to have to build the team internals – with our Board and with the community – i.e. program fairs...					
	3. Determine ways during those events to get staff to interact and share about programs with other staff and with the Board and with the Community					
	4. Create a calendar of agency events					
	5. Create a Committee – like a Cheers or a Pat on the Back Committee that would plan the events					
	6. Place Calendar on the HUB					
	7. Engage Committee to begin working on events					
	1. Survey Staff – see what they feel would motivate them	Morale	1, 2	3	3	4
	2. Find out what is already being done					
	3. Develop Agency Plan based on survey					

JFCAC Strategic Planning Process

Create a new employee Evaluation tool	<p>and on what other departments are already doing</p> <p>4. Survey staff to see if they like the incentive plan that was created</p>					
	<p>1. Evaluate present tool</p> <p>2. Survey staff as to what they like and dislike on present tool</p> <p>3. Create draft new tool – discuss ways to link to raises</p> <p>4. Have Leadership Team and Executive Team review and make recommendations</p> <p>5. Train on final product</p> <p>6. Upload to HUB</p> <p>7. Begin using</p>	Organizational Systems		1, 2	3, 4	5, 6, 7

Step 4 – What is left to do... from 2016 – ½ day

SEE FOURTH QUARTER 2016 STRATEGIC PLANNING DOCUMENT

Step 5 – Agency Community Needs Assessment – Review of Focus Areas Revealed (½ Day)

CNA Area of Focus	10 in 5 – Plan to Address Area
Housing: education awareness of landlord and client – outreach and relationship building - education empowerment – case management – peer network – landlord info – volunteer program	Education Center – Mental Health Center
Staff Development: cross training – internal communication contacts – one point entry	Education Center
Housing counseling: spending budget plan – transition time - incentives	Education Center – Housing Expansion
Workshops on advocacy and financial literacy	Education Center – Homeless Shelter – Parent Programs – Entrepreneurial Opportunities
Transportation: clients need to be able to get to work and services centers	Transportation Expansion
Poverty competency: need to look at educational curriculums like this	Education Center – Entrepreneurial Opportunities
Language barriers: need to understand what poverty really is	Education Center
Mental Health Issues – DV - SA	Mental Health Clinic
Self-sufficiency: need for us to teach self-sufficiency in all we do	Education Center – Housing – Homeless Shelter – Homeless Youth Center – Summer and After School Programs – Parent Programs – Housing Expansion
Bring all resources together: need somewhere where all resource come together	Education Center
Teach don't enable	Education Center – Housing – Homeless Shelter – Homeless Youth Center – Summer and After School Programs – Parent Programs – Housing Expansion
Clients need to be able to give back – need to have clients increasing their self- worth	Education Center – Housing – Homeless Shelter – Homeless Youth Center – Summer and After School Programs – Parent Programs –

	Housing Expansion
Mindfulness: need specialty services	Mental Health Center
Physical Health – case management	Women’s Health Clinic – Mental Health Clinic – Homeless Center and Youth Homeless Center
Parent Involvement – every moment matters – impact family	Parent Programs – Homeless Shelter
Client accountability	Homeless Shelter – Homeless Youth Center – Summer and After School Programs – Parent Programs – Housing Expansion
Break out of the mindset that poverty is easier to remain within	Homeless Shelter – Homeless Youth Center – Summer and After School Programs – Parent Programs – Housing Expansion
Help clients feel valuable – break negative cycle by engaging them in positive tasks where they feel they have something to give and are being helpful	Homeless Shelter – Homeless Youth Center – Summer and After School Programs – Parent Programs – Housing Expansion
Employment training – increase skills and training on work skills in general – transition from new jobs to from old jobs – resources to apply for job – computer	Education Center – Homeless Shelter – Youth Homeless – After School Programs – Parent Programs – Entrepreneurial
Need to influence our children more than just in Head Start	Education Center – Homeless Shelter – Youth Homeless – After School Programs – Parent Programs – Entrepreneurial
Develop Communities – Community Development	Homeless Shelter – Youth Homeless – After School Programs – Parent Programs –Entrepreneurial
Establish more partnerships especially regarding college	Education Center - Homeless Shelter – Youth Homeless – After School Programs – Parent Programs

Step 6 – What do we want to accomplish in 2016 on our 10 in 5 years (1 ½ days)

1. Housing Expansion	2. Summer/ After School Programs	3. Homeless Shelter / Transitional Living Program	4. Homeless Youth Program	5. Women's Health Clinic
Research funding for housing for special populations; where is the money for it, what non-traditional ways can we support this project. 3/1/17 Deadline	Research the need in our communities and where the gaps are; missing programs as it relates to specific age groups and needs of the community. 3/1/17 deadline	Research funding for homeless program; where is the money for it, what non-traditional ways can we support this project. 3/1/17deadline	Research programs in Missouri for troubled and homeless youth. -Street outreach - drop in centers - Crisis units. - Foster Home Programs -Transitional Living 3/1/17 deadline	. Research the need in our communities and where the gaps are; missing programs as it relates to specific age groups and needs of the community. 3/1/17 deadline
Research what population to target first. 3/1/17 Deadline	Research possible collaborations, curriculum, ((mindfulness, employment focus, skill building, Cyber Seniors, Photo program, Financial literacy)), will this fit in continuum of care.) Include focus groups to narrow down the need. 3/1/17 deadline	Research program models – Visit programs across the US, look at non-traditional models. 5/1/17 deadline	Explore collaborations opportunities. 3/1/17 deadline	Develop a resource list for clients. 3/1/2017 deadline
1/Research program models – Visit programs across the US, look at non-traditional models. 8/1/17 Deadline	Pursue funding (given to grant writer) 3/1/17 Deadline	Research partners – Habitat for Humanity, Jefferson College, and Union Carpenters. 5/1/17deadline	Engage in a partnership. 6/1/17 deadline	Visit other clinics -CAA's -Learn about models and funding 7/1/2017deadline
Research partners – Habitat for Humanity, Jefferson College, and Union Carpenters. 8/1/17 Deadline	Implement 8/1/17 Deadline	Pursue Funding 9/1/17 Deadline	Research the gaps in service. 9/1/17 deadline	Develop Plan for JFCAC expansion. *look into partnerships *Explore funding and ways to make it sustainable. *research mobile units 2018
Pursue Funding 9/1/17 Deadline		Start Pilot Program 9/1/18 Deadline	Select model for JFCAC to pursue. 9/1/17deadline	Apply for Medicaid Number
Start Pilot Program 9/1/18 Deadline				

***One point of entry Notes (CSBG is taking this on as their Multiplier Challenge)**

1. Visit People's CAA – currently using one point of entry model 2. Determine assessment based on programs in agency 3. Determine where this work “Lives” (which staff and/or department) This department facilitates “staffing/interdisciplinary team meeting”

Step 6 – What do we want to accomplish in 2016 on our 10 in 5 years

6. CAC Mental Health Services	7. Education Center	8. Parent Programs	9. Entrepreneurial Opportunities	10. Transport. Plan
Apply for Medicaid Number 3/1/2017 deadline	Research existing education programs that we offer to our clients 3/1/2017 deadline	Research existing education programs that we offer to our clients 3/1/2017 deadline	Research on non-profit LLC's. 3/1/2017 deadline	Research transportation options to fill in transportation gap in community. -Uber possibilities -Partner with Seniors who volunteer in the classrooms. -training on car seat installation -OATS -Lease church buses/vans -determine cost of our own bus/vans for all programs -ride share program/MODOT 3/1/17 deadline
Research mental health/substance abuse in Missouri – flow of money 4/1/2017 Deadline	Research what education resources are already being done in the community by others. 3/1/2017 deadline	Determine how we pull ideas together and incentive for attendance. i.e. CSBG pay for incentive 3/1/2017 deadline	Cleaning Service-Construction – Laundry Mat & Child Care certification (Parent Program) -do survey of clients -cost benefit -consider stipend -certification program -work on program plan 3/1/2017 Deadline	Make sections from options 5/1/2017 deadline
Visit People's – Mark Sandford 4/1/2017 Deadline	Create a resource list for our clients and staff 4/1/2017 deadline	Begin implementation. *Clothes/toys/etc swap *laundry mat *parent work opportunities *Parent teaching Moments Child Care Certification 4/1/2017 deadline	Implement internally 9/1/2017 deadline	Client feedback financial viability on selected options. 8/1/2017 deadline
develop business model 5/1/2017 Deadline	Develop partnerships – pull education opportunities together for convenience of clients. 8/1/2017 deadline	Research our communities and others across the US for Program models of parent engagement. 5/1/2017 deadline	Research funding to support training program. FY18 deadline	Implementation of selected options FY18 deadline
Develop Policies and Procedures 5/1/2017 Deadline	Pursue funding to support expanding into an education center with mobile component for clients and community. 9/2017 deadline	Identify a preferred model. *tie to entrepreneurial opportunities *curriculum selection 9/2017 deadline	Move to the community and consider partnerships with existing business. -have our own crews -place individuals with business. FY18 deadline	

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Hire Therapist 8/1/2017 deadline		Seek Funding to provide for community. 2018 deadline		
Implement 8/1/2017deadline				

Step 7 – Workgroup Assignment and Crosswalk Creation (1 day) – UTILZE STRENGTH FINDER

JFCAC Strategic Planning Process

INITIAL ROMA GOAL WORK GROUP NAME – developed from all staff group comments – see comments below	FACILITATOR	WORK GROUP MEMBERS *indicates Group Chair	ADDITIONAL MEMBERS	Expectations of What Must Be Completed Quarterly	Quarterly Update – to be Completed by CEO After Quarter Facilitator’s Meetings																
<p>1.WORKGROUP NAME: Housing Expansion</p> <p>Goal 1. FAMILY: Low-income people become more self-sufficient.</p> <p>Goal 2. COMMUNITY: The conditions in which low-income people live are improved</p> <p>Goal 3. COMMUNITY: Low-income people own a stake in their community.</p> <p>Goal 4. AGENCY: Partnerships among supporters and providers of services to low-income people are achieved</p> <p>Goal 5. AGENCY: Agencies increase their capacity to achieve results.</p> <p>Goal 6. FAMILY: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p>	<p>Facilitator: Area To Be Addressed: (utilize either one of the 10 in five year areas or areas left over from 2016)</p> <p>CNA Area</p>	<table border="1"> <tr> <td>Maureen Schmidt*</td> <td>FSS Coordinator</td> </tr> <tr> <td>Tiffany Hancock</td> <td>Community Service Specialist</td> </tr> <tr> <td>Megan Ruopp</td> <td>Counselor</td> </tr> <tr> <td>Jeannette Vance</td> <td>Accountant</td> </tr> <tr> <td>Susan Spraul</td> <td>FSS Coordinator</td> </tr> <tr> <td>TBD</td> <td>Board</td> </tr> <tr> <td>Janna Bittle</td> <td>Housing Director</td> </tr> <tr> <td>Jim Trout</td> <td>Home Revitalization Director</td> </tr> </table>	Maureen Schmidt*	FSS Coordinator	Tiffany Hancock	Community Service Specialist	Megan Ruopp	Counselor	Jeannette Vance	Accountant	Susan Spraul	FSS Coordinator	TBD	Board	Janna Bittle	Housing Director	Jim Trout	Home Revitalization Director		<p>Research funding for housing for special populations; where is the money for it, what non-traditional ways can we support this project. 3/1/17 Deadline</p> <p>Work Group Chair to report to Executive Team in Mid-March.</p>	<p>Quarter ONE: Quarter TWO: Quarter THREE: Quarter FOUR::</p>
Maureen Schmidt*	FSS Coordinator																				
Tiffany Hancock	Community Service Specialist																				
Megan Ruopp	Counselor																				
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Susan Spraul	FSS Coordinator																				
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<p>2.WORKGROUP NAME: Summer / After School Programs</p> <p>Goal 1. FAMILY: Low-income people become more self-sufficient. Goal 2. COMMUNITY: The conditions in which low-income people live are improved Goal 3. COMMUNITY: Low-income people own a stake in their community. Goal 4. AGENCY: Partnerships among supporters and providers of services to low-income people are achieved Goal 5. AGENCY: Agencies increase their capacity to achieve results. Goal 6. FAMILY: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p>	<p>Facilitator: Area To Be Addressed: (utilize either one of the 10 in five year areas or areas left over from 2016)</p> <p>CNA Area</p>	<table border="1"> <tr> <td>Jackie Brown*</td> <td>Education Manager</td> </tr> <tr> <td>Kim Vinyard</td> <td>Health Technician</td> </tr> <tr> <td>Wanda Lindsey</td> <td>Housing Specialist</td> </tr> <tr> <td>Emily Thompson</td> <td>CSBG</td> </tr> <tr> <td>Amy Bennett</td> <td>Family Advocate</td> </tr> <tr> <td>Cynthia Eckelkamp</td> <td>Board</td> </tr> </table>	Jackie Brown*	Education Manager	Kim Vinyard	Health Technician	Wanda Lindsey	Housing Specialist	Emily Thompson	CSBG	Amy Bennett	Family Advocate	Cynthia Eckelkamp	Board		<p>Research the need in our communities and where the gaps are; missing programs as it relates to specific age groups and needs of the community. 3/1/17 deadline</p> <p>Research possible collaborations, curriculum, ((mindfulness, employment focus, skill building, Cyber Seniors, Photo program, Financial literacy)), will this fit in continuum of care.) Include focus groups to narrow down the need. 3/1/17 deadline</p> <p>Pursue funding (given to grant writer) 3/1/17 Deadline</p> <p>Work Group Chair Report to Executive Team mid-March.</p>	<p>Quarter ONE: Quarter TWO: Quarter THREE: Quarter FOUR::</p>
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Cynthia Eckelkamp	Board																

<p>3.WORKGROUP NAME: Homeless Shelter / Transitional Program</p> <p>Goal 1. FAMILY: Low-income people become more self-sufficient. Goal 2. COMMUNITY: The conditions in which low-income people live are improved Goal 3. COMMUNITY: Low-income people own a stake in their community. Goal 4. AGENCY: Partnerships among supporters and providers of services to low-income people are achieved Goal 5. AGENCY: Agencies increase their capacity to achieve results. Goal 6. FAMILY: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p>	<p>Facilitator: Area To Be Addressed: (utilize either one of the 10 in five year areas or areas left over from 2016)</p> <p>CNA Area</p>	<table border="1"> <tr> <td>Neena Werkmann*</td> <td>Community Service Specialist</td> </tr> <tr> <td>Holly Nunnally</td> <td>Housing Specialist</td> </tr> <tr> <td>Misty Rhives</td> <td>Classroom Assistant</td> </tr> <tr> <td>Glenda Boersig</td> <td>Nutritionist</td> </tr> <tr> <td>Jenny Kierns</td> <td>Education Coordinator</td> </tr> <tr> <td>Curtis Crumpecker</td> <td>Board</td> </tr> </table>	Neena Werkmann*	Community Service Specialist	Holly Nunnally	Housing Specialist	Misty Rhives	Classroom Assistant	Glenda Boersig	Nutritionist	Jenny Kierns	Education Coordinator	Curtis Crumpecker	Board		<p>Research funding for homeless program; where is the money for it, what non-traditional ways can we support this project.</p> <p>3/1/17deadline</p> <p>Work Group Chair Report to Executive Team mid-March.</p>	<p>Quarter ONE: Quarter TWO: Quarter THREE: Quarter FOUR::</p>
Neena Werkmann*	Community Service Specialist																
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Curtis Crumpecker	Board																

<p>4.WORKGROUP NAME: Homeless Youth Program</p> <p>Goal 1. FAMILY: Low-income people become more self-sufficient. Goal 2. COMMUNITY: The conditions in which low-income people live are improved Goal 3. COMMUNITY: Low-income people own a stake in their community. Goal 4. AGENCY: Partnerships among supporters and providers of services to low-income people are achieved Goal 5. AGENCY: Agencies increase their capacity to achieve results. Goal 6. FAMILY: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p>	<p>Facilitator: Area To Be Addressed: (utilize either one of the 10 in five year areas or areas left over from 2016)</p> <p>CNA Area</p>	<table border="1"> <tr> <td>Loetta Blair*</td> <td>Community Service Coordinator</td> </tr> <tr> <td>Judy Vance</td> <td>Family Educator</td> </tr> <tr> <td>Emilee Schaumann</td> <td>Teacher</td> </tr> <tr> <td>Tonia Mathews</td> <td>Health Technician</td> </tr> <tr> <td>Jodee Lamp</td> <td>Nutritionist</td> </tr> <tr> <td>Earlaine Sandoval</td> <td>Board</td> </tr> </table>	Loetta Blair*	Community Service Coordinator	Judy Vance	Family Educator	Emilee Schaumann	Teacher	Tonia Mathews	Health Technician	Jodee Lamp	Nutritionist	Earlaine Sandoval	Board		<p>Research programs in Missouri for troubled and homeless youth. -Street outreach - drop in centers - Crisis units. - Foster Home Programs -Transitional Living 3/1/17 deadline Explore collaborations opportunities. 3/1/17 deadline</p> <p>Work Group Chair Report to Executive Team mid-March.</p>	<p>Quarter ONE: Quarter TWO: Quarter THREE: Quarter FOUR:</p>
Loetta Blair*	Community Service Coordinator																
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Earlaine Sandoval	Board																

JFCAC Strategic Planning Process

<p>5.WORKGROUP NAME: Women’s Health Clinic</p> <p>Goal 1. FAMILY: Low-income people become more self-sufficient.</p> <p>Goal 2. COMMUNITY: The conditions in which low-income people live are improved</p> <p>Goal 3. COMMUNITY: Low-income people own a stake in their community.</p> <p>Goal 4. AGENCY: Partnerships among supporters and providers of services to low-income people are achieved</p> <p>Goal 5. AGENCY: Agencies increase their capacity to achieve results.</p> <p>Goal 6. FAMILY: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p>	<p>Facilitator: Area To Be Addressed: (utilize either one of the 10 in five year areas or areas left over from 2016</p> <p>CNA Area</p>	<table border="1"> <tr> <td>Tracy Williams*</td> <td>Program Secretary</td> </tr> <tr> <td>Michelle McDaniel</td> <td>Site Supervisor/Teacher</td> </tr> <tr> <td>Michelle Ott</td> <td>HR Specialist</td> </tr> <tr> <td>Linda Phillips</td> <td>Lead Cook</td> </tr> <tr> <td>Tonya Thomas</td> <td>RN</td> </tr> <tr> <td>Alison Liley</td> <td>Board</td> </tr> </table>	Tracy Williams*	Program Secretary	Michelle McDaniel	Site Supervisor/Teacher	Michelle Ott	HR Specialist	Linda Phillips	Lead Cook	Tonya Thomas	RN	Alison Liley	Board		<p>. Research the need in our communities and where the gaps are; missing programs as it relates to specific age groups and needs of the community. 3/1/17 deadline</p> <p>Develop a resource list for clients. 3/1/2017 deadline</p> <p>Work Group chair Report to Executive Team mid-March.</p>	<p>Quarter ONE: Quarter TWO: Quarter THREE: Quarter FOUR:</p>
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<p>6.WORKGROUP NAME: Mental Health Clinic</p> <p>Goal 1. FAMILY: Low-income people become more self-sufficient.</p> <p>Goal 2. COMMUNITY: The conditions in which low-income people live are improved</p> <p>Goal 3. COMMUNITY: Low-income people own a stake in their community.</p> <p>Goal 4. AGENCY: Partnerships among supporters and providers of services to low-income people are achieved</p> <p>Goal 5. AGENCY: Agencies increase their capacity to achieve results.</p> <p>Goal 6. FAMILY: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p>	<p>Facilitator: Area To Be Addressed: (utilize either one of the 10 in five year areas or areas left over from 2016</p> <p>CNA Area</p>	<table border="1"> <tr> <td>Susan Killeen*</td> <td>Behavioral Health Manager</td> </tr> <tr> <td>Ashley Marmaduke</td> <td>QI Technician</td> </tr> <tr> <td>Karen Carrizales</td> <td>Housing Specialist</td> </tr> <tr> <td>Victoria Stahlman</td> <td>Site Supervisor/Teacher</td> </tr> <tr> <td>Robin Bradford</td> <td>Corporate Secretary</td> </tr> <tr> <td>Paula Crewse</td> <td>Board</td> </tr> </table>	Susan Killeen*	Behavioral Health Manager	Ashley Marmaduke	QI Technician	Karen Carrizales	Housing Specialist	Victoria Stahlman	Site Supervisor/Teacher	Robin Bradford	Corporate Secretary	Paula Crewse	Board		<p>Research process to apply for NPI numbers and agency Medicaid Number. Include Chief Innovation Officer in this process. 3/1/2017 deadline</p> <p>Work Group chair Report to Executive Team mid-March</p>	<p>Quarter ONE: Quarter TWO: Quarter THREE: Quarter FOUR</p>
Susan Killeen*	Behavioral Health Manager																
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<p>7.WORKGROUP NAME: Education and Training Center</p> <p>Goal 1. FAMILY: Low-income people become more self-sufficient. Goal 2. COMMUNITY: The conditions in which low-income people live are improved Goal 3. COMMUNITY: Low-income people own a stake in their community. Goal 4. AGENCY: Partnerships among supporters and providers of services to low-income people are achieved Goal 5. AGENCY: Agencies increase their capacity to achieve results. Goal 6. FAMILY: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p>	<p>Facilitator: Area To Be Addressed: (utilize either one of the 10 in five year areas or areas left over from 2016</p> <p>CNA Area</p>	<table border="1"> <tr> <td>Heather Forys*</td> <td>CSBG/Energy Director</td> </tr> <tr> <td>Tiffany Teems</td> <td>Teacher</td> </tr> <tr> <td>Shannon Mast</td> <td>Family Partnership Manager</td> </tr> <tr> <td>Kathy Greene</td> <td>Family Advocate</td> </tr> <tr> <td>Cindy Welch</td> <td>Housing Specialist</td> </tr> <tr> <td>Angela Peters</td> <td>Board</td> </tr> </table>	Heather Forys*	CSBG/Energy Director	Tiffany Teems	Teacher	Shannon Mast	Family Partnership Manager	Kathy Greene	Family Advocate	Cindy Welch	Housing Specialist	Angela Peters	Board		<p>Research existing education programs that we offer to our clients 3/1/2017 deadline</p> <p>Research what education resources are already being done in the community by others.3/1/2017 deadline</p> <p>Work Group Chair Report to Executive Team mid-March</p>	<p>Quarter ONE: Quarter TWO: Quarter THREE: Quarter FOUR</p>
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<p>8.WORKGROUP NAME: Parent Programs</p> <p>Goal 1. FAMILY: Low-income people become more self-sufficient.</p> <p>Goal 2. COMMUNITY: The conditions in which low-income people live are improved</p> <p>Goal 3. COMMUNITY: Low-income people own a stake in their community.</p> <p>Goal 4. AGENCY: Partnerships among supporters and providers of services to low-income people are achieved</p> <p>Goal 5. AGENCY: Agencies increase their capacity to achieve results.</p> <p>Goal 6. FAMILY: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p>	<p>Facilitator: Area To Be Addressed: (utilize either one of the 10 in five year areas or areas left over from 2016</p> <p>CNA Area</p>	<table border="1"> <tr> <td>Tammie Benton*</td> <td>HS Director</td> </tr> <tr> <td>Charlene Buckley</td> <td>Family Advocate</td> </tr> <tr> <td>Kaitlyn Gilbert</td> <td>Teacher</td> </tr> <tr> <td>Debbie Weeks</td> <td>Community Services Specialist</td> </tr> <tr> <td>John Galatoire</td> <td>QI Technician</td> </tr> <tr> <td>Carla Komo</td> <td>Board</td> </tr> </table>	Tammie Benton*	HS Director	Charlene Buckley	Family Advocate	Kaitlyn Gilbert	Teacher	Debbie Weeks	Community Services Specialist	John Galatoire	QI Technician	Carla Komo	Board		<p>Research existing education programs that we offer to our clients 3/1/2017 deadline</p> <p>Determine how we pull ideas together and incentive for attendance. i.e. CSBG pay for incentive 3/1/2017 deadline</p> <p>Work Group Chair Report to Executive Team mid-March</p>	<p>Quarter ONE: Quarter TWO: Quarter THREE: Quarter FOUR</p>
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John Galatoire	QI Technician																
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<p>9.WORKGROUP NAME: Entrepreneurial Opportunities Goal 1. FAMILY: Low-income people become more self-sufficient. Goal 2. COMMUNITY: The conditions in which low-income people live are improved Goal 3. COMMUNITY: Low-income people own a stake in their community. Goal 4. AGENCY: Partnerships among supporters and providers of services to low-income people are achieved Goal 5. AGENCY: Agencies increase their capacity to achieve results. Goal 6. FAMILY: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p>	<p>Facilitator: Area To Be Addressed: (utilize either one of the 10 in five year areas or areas left over from 2016</p>	<table border="1"> <tr> <td>Marshall Mason*</td> <td>Housing Inspector</td> </tr> <tr> <td>Nicole McKinney</td> <td>Family Educator</td> </tr> <tr> <td>Dave Rose</td> <td>Weatherization</td> </tr> <tr> <td>Tina Hahler</td> <td>QI Technician</td> </tr> <tr> <td>Brandi Vincent</td> <td>Family Advocate</td> </tr> <tr> <td>Julia Hampton</td> <td>Board</td> </tr> </table>	Marshall Mason*	Housing Inspector	Nicole McKinney	Family Educator	Dave Rose	Weatherization	Tina Hahler	QI Technician	Brandi Vincent	Family Advocate	Julia Hampton	Board		<p>Research on non-profit LLC's. 3/1/2017 deadline</p> <p>Cleaning Service-Construction – Laundry Mat & Child Care certification (Parent Program) -do survey of clients -cost benefit -consider stipend -certification program -work on program plan 3/1/2017 Deadline</p> <p>Work Group Chair Report to Executive Team mid-March</p>	<p>Quarter ONE: Quarter TWO: Quarter THREE: Quarter FOUR::</p>
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<p>10.WORKGROUP NAME: Transportation Goal 1. FAMILY: Low-income people become more self-sufficient. Goal 2. COMMUNITY: The conditions in which low-income people live are improved Goal 3. COMMUNITY: Low-income people own a stake in their community. Goal 4. AGENCY: Partnerships among supporters and providers of services to low-income people are achieved Goal 5. AGENCY: Agencies increase their capacity to achieve results. Goal 6. FAMILY: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.</p>	<p>Facilitator: Area To Be Addressed: (utilize either one of the 10 in five year areas or areas left over from 2016</p>	<table border="1"> <tr> <td>Dennis Bartels*</td> <td>Weatherization Auditor/Inspector</td> </tr> <tr> <td>Nicole Batten</td> <td>Education Coordinator</td> </tr> <tr> <td>Sara Humphrey</td> <td>Accountant</td> </tr> <tr> <td>Skip Lormis</td> <td>Maintenance Manager</td> </tr> <tr> <td>Donna Kaucic</td> <td>Program Assistant</td> </tr> <tr> <td>TBD</td> <td>Board</td> </tr> </table>	Dennis Bartels*	Weatherization Auditor/Inspector	Nicole Batten	Education Coordinator	Sara Humphrey	Accountant	Skip Lormis	Maintenance Manager	Donna Kaucic	Program Assistant	TBD	Board		<p>Research transportation options to fill in transportation gap in community. -Uber possibilities -Partner with Seniors who volunteer in the classrooms. -training on car seat installation -OATS -Lease church buses/vans -determine cost of our own bus/vans for all programs -ride share program/MODOT 3/1/17 deadline Work Group Chair Report to Executive Team mid-March</p>	<p>Quarter ONE: Quarter TWO: Quarter THREE: Quarter FOUR::</p>
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