

OZARKS AREA COMMUNITY ACTION CORPORATION 2008-2011 STRATEGIC PLAN

Goals 1 & 2 were determined based on the Needs Assessment areas identified as needing improvement. During the process it was recognized that public awareness/activism for OACAC was lacking and relationships in the community needed to be pursued, cultivated and maintained.

To target these areas, objectives and action steps have been created in order to encourage growth of our agency into our communities and to increase agency capacity on all levels (internal and external). This includes increasing our board involvement in fundraising and agency events, creating a comprehensive marketing plan and creating and implementing a useable awareness campaign.

GOAL 1: (Agency)

OACAC will increase agency capacity through a comprehensive and multi-faceted approach to marketing and community awareness of agency programs and services.

OBJECTIVES:

- I. The agency will have an increase of \$50,000 in private dollars (grants, endowments, memorial funds, fundraisers, individual donations, etc.) over the previous year by September 30, 2009; \$75,000 by September 30, 2010; \$100,000 by September 30, 2011.**
 - A. Host an annual agency-wide (all 10 counties) fundraiser inclusive of all programs by May 31, 2009. **flyer, press release, etc¹**
 - B. Engage board members in an active role as fundraisers with board training by November 30, 2008. **sign-in sheet/agenda**
 1. 50% of area board members will participate in at least one fundraiser by September 30, 2009. **sign-in sheet/agenda**
 - C. Conduct board training every two years during the November scheduled board meeting. (Ongoing, beginning in FY 2010) **sign-in sheet/agenda**
 1. 50% of area board members and county advisory board members will participate in at least one fundraiser by September 30, 2010. **sign-in sheet/agenda**
 2. 75% of area board members and county advisory board members will participate in at least one fundraiser by September 30, 2011. **sign-in sheet/agenda**
 - D. Inform Resource Development Director of existing events (at least 30 days in advance) upon which to capitalize or expand (Ongoing, beginning on October 1, 2008) **initial request/calendar of events**
 - E. Update mailing list, consisting of volunteers, current and former donors, businesses and other individuals by October 31, 2008. **mailing list**
 - F. Create donation supplemental to be included in marketing materials by January 31, 2009. **donation supplemental**
 - G. Increase agency capacity to accept donations (on-line, in-house, etc.) by October 31, 2008. **website live; pay by phone documentation**
 - H. Connect with 5 new local businesses (yearly) who offer employee payroll deduction as a way to contribute to charitable organizations. September 30, 2009. **contact log**

II. OACAC will implement a public awareness/marketing campaign by September 30, 2009.

- A. Review current public awareness/marketing campaign by October 31, 2008. **written review**
- B. Research/review successful public awareness/marketing campaigns by October 31, 2008. **copies of reviewed campaigns**
- C. Develop a public awareness/marketing campaign² by November 15, 2008. **campaign**
- D. Present the public awareness/marketing campaign to 50 organizations (including at least 10 new relationships) by September 30, 2009; an additional 10 by September 30, 2010 as well as an additional 10 by September 30, 2011. **contact log**
- E. Host and/or participate in at least 30 community events per year designed to increase public awareness of OACAC's programs and services. September 30, 2009; 2010; 2011. **RDD³ & staff records (including flyers, etc)**
- F. Survey programs' participation in community committees to determine which programs are currently represented on committees. October 15, 2008. **survey & results**
- G. Develop an agency policy to allow staff to participate in community committee activities as a part of their job responsibilities. October 15, 2008. **policy created**
- H. Place at least 75 staff from various programs (ensuring all programs have some type of representation) on community committees⁴ to promote/market/represent program services by October 31, 2008. **Minutes/attendance material**
- I. Place 1 PSA or paid advertisements in local media outlets monthly in FY 2009, 2 each month in 2010 and 3 each month in 2011. **audio/visual proof**
- J. Add 1 billboard ad per month until each county has at least one by September 30, 2009. **picture & receipt**

III. OACAC will make contact with 100 community organizations and businesses resulting in 10 renewed/expanded/developed agency/vendor/donor partnerships by September 30, 2009.

- A. Identify 50 community organizations with whom we have not recently partnered by October 31, 2008. **list**
- B. Identify 50 businesses/employers in the service area by October 31, 2008. **list**
- C. Develop a contact strategy to implement the awareness campaign by December 31, 2008. **written contact strategy**
- D. Market services to 10 major employers in the area by September 30, 2009. **contact log**
- E. Engage 10 of the 100 top-grossing businesses in the OACAC service area to increase awareness of OACAC and financially contribute to the program(s) of their choice by September 30, 2009. **contact log**

GOAL 2: (Agency, community, family)

OACAC will positively influence the accessibility of living wage jobs for staff, clients and the community.

OBJECTIVES:

I. OACAC will adopt/replicate strategies from one or more programs that have successfully addressed the living wage issues by September 30, 2010.

- A. Define “living wage” jobs by October 31, 2008. **definition**
- B. Share/request “best practices” to address living wage issues within at least 5 similar or partner organizations by March 31, 2009. **letter**
- C. Establish a sub-committee to research at least 5 model programs that address living wage issues and make recommendations to the Implementation Committee by May 31, 2009. **minutes**
- D. Develop a plan which adopts/replicates strategies from model programs by March 31, 2010. **written plan**
- E. Restructure the OACAC salary scale to ensure employees are paid a living wage by February 1, 2011. **new salary scale**

II. OACAC will establish partnerships and collaborations throughout the community to increase access to living wage jobs by March 31, 2010.

- A. Contact with 5 training organizations and vocational rehabilitation to determine interest in partnering by June 30, 2009. **contact log**
- B. Develop partnership agreements by July 31, 2009. **partnership agreements**
- C. Partner with 3 training organizations and vocational rehabilitation to connect unemployed/underemployed individuals with training to build required skills by October 31, 2009. **partnership agreements**
- D. Initiate partnerships with 5 local businesses on employment events in counties in the OACAC service area by December 31, 2009. **partnership agreements**
- E. Identify 10 categories of unfilled living-wage positions and the required skill sets by December 31, 2009. **top 10 list**
- F. Partner with 5 of the 100 top-grossing businesses contacted through the public awareness campaign to influence access to living wage jobs by March 31, 2010. **agreements**

III. 50 Low-income individuals will participate in partnership program; improving access to living-wage employment by September 30, 2011.

- A. Access available training/skill-building programs to strengthen skill sets **TBD**⁵
- B. Identify individual strengths/interests/transferable skills **TBD**
- C. Identify higher-wage jobs of interest to the individual and skills required for desired positions **TBD**

IV. 50 Low-income individuals⁶ will obtain and/or maintain necessary employment supports (child care, transportation, skills training) by September 30, 2011.

- A. Identify individual employment support needs **TBD**
- B. Develop a personal plan to meet employment support needs **TBD**
- C. Access resources to meet employment support needs **TBD**

Goal 3 is focused on another major deficiency identified in the needs assessment: effective use of money. This goal focuses on increasing our agency's staff knowledge in the area of money management. In theory, increasing the capacity of our staff in this area will allow them to better understand the issues facing our clients and how to provide support; conducive to managing money and making sound financial decisions.

GOAL 3: (Agency, community)

OACAC will implement effective strategies providing staff with money management resources by December 31, 2010.

OBJECTIVES:

I. Research existing programs and curricula to develop one or more strategies to build money management skills in staff by December 31, 2008.

- A. Work with 5 partners to develop one or more programs in money management skills by June 30, 2009. **partnership agreements**
- B. Collect and distribute 1 money management article per month through internal and/or external communication. Ongoing; beginning Oct 1, 2008. **copy of article**
- C. Incorporate money management into 6 “lunch and learn” activities presented/sponsored by local businesses/organization by December 31, 2009. **sign-in sheet**

II. OACAC will provide access to money management training for 100 employees by December 30, 2010.

- A. Identify the money management training opportunities available in each county by June 30, 2009. **list**
- B. Offer money management training to staff (ensuring all new employees receive the training within their first 6 months – following successful completion of their probationary period) by Aug 1, 2009; ongoing thereafter. (1 per quarter, beginning with 1 in 2008 and continuing quarterly in the following years) **utilized curriculum**

Goal 4 was added to the original three goals due to the fact the initial goals only focused on our areas of greatest need as an agency. However, in doing so our plan neglected to recognize areas of the assessment that may have been identified as needs but that we are currently approaching. One of the needs, the target of Goal 4, is the lack of affordable housing in communities. The goal requires the agency to look at other agencies to determine practices that have been successful and to identify partnerships which could benefit our organization in the development of housing opportunities for our community. Action steps F (1-4) are focused on the creation of a program to provide support for those individuals who are in the transition toward obtaining affordable housing.

GOAL 4: (Agency, community, family)

Affordable housing opportunities will be developed.

OBJECTIVES:

I. OACAC will develop and/or maintain partnerships that will result in the creation of 100 affordable housing units by September 30, 2011.

- A. Examine 12 promising practices implemented by other CAP⁷ agencies by September 30, 2009. **summary (ex. dir.)**
- B. Identify 10 potential partners, including developers & private consultants (new construction/rehab) by September 30, 2009. **list**
- C. Identify/pursue 5 potential development opportunities (new construction/rehab) by September 30, 2009. **report of selections & process**
- D. Identify 5 funding opportunities⁸ for creating affordable housing by September 30, 2009. **list**
- E. Partner in housing opportunity project(s) by January 31, 2010. **contract(s)**
- F. OACAC will develop/implement a comprehensive agency initiative to help families obtain housing by December 31, 2010.
 1. Contact 5 other agencies to determine successful family supportive programs by December 31, 2009. **contact log/summaries**
 2. Research availability of 5 funding sources for the program by December 31, 2009. **report**
 3. Determine availability and feasibility of at least 2 programs (such as VASH⁹) and their funding sources by December 31, 2009 **report**
 4. Create or adopt supportive services initiative by September 30, 2010. **implementation plan**

Goal 5 recognizes the many needs that our communities have on a broader level. This goal requires our agency to record and report our outcomes in various areas of focus. This includes increased accountability through program reviews and evaluations and it encourages our programs to continue the search for additional sources of funding and resources.

The goal also focuses on the use and reporting of referrals (internally & externally). This will allow for our agency to keep updated on resources available to our communities and our clients as well as showing accountability by reporting the number of referrals completed.

Finally, this goal recognizes that each community's needs change over time. Therefore, we will continue to complete annual needs assessments and assessment supplements to ensure the strategies in place are continuing to focus on the current needs of our communities. Modifications needed during the planning period (2008-11) can be made through the strategic committees (assessment, planning, implementation and evaluation).

GOAL 5: (Agency, family)

To provide services to meet needs and/or alleviate crises.

OBJECTIVES:

I. OACAC will provide direct services and/or appropriate referrals to meet families' emergency needs (to be reviewed annually).

- A. Identify needs through focus groups and needs assessments each year (by Sept 30). **needs assessment and focus group summaries**
- B. Conduct internal/external service delivery systems reviews annually¹⁰ and implement changes as needed. **dated revisions**
- C. Examine internal and external strategies annually¹¹ to better coordinate funding for services. **meeting minutes, MOU¹², etc.**
- D. Review and revise service guidelines annually¹¹. **dated revisions**
- E. Identify potential funding streams and referral sources to address needs (ongoing). **meeting minutes, MOU¹², etc.**

II. Low-income individuals will receive services through resources and referrals provided by OACAC and other community organizations/agencies (to be reviewed annually).

- A. Services received will be recorded annually¹⁰ by type – including, but not limited to: Clothing, Rental Assistance, Health Care, Child Care, Utilities, Legal Assistance, Transportation, Disaster Relief, Food, Hygiene, Safety (Domestic Violence), Stress, Energy Conservation & Money Management. **report**
- B. Internal/external referrals will be recorded annually¹⁰ by program. **report**

Footnotes:

1. Words highlighted in magenta are documentation needed for the evaluation committee to determine each benchmark/goal/objective's success.
2. To include exploration of feasibility of magnetic signs
3. Resource Development Department
4. To include representation on community entities dealing with disaster services
5. Individual measurements will be determined based on the program (yet to be created)
6. Includes Head Start, Neighborhood Centers and Housing numbers.
7. Community Action Partnerships
8. To include hiring a consultant
9. Veterans Affairs Supportive Housing
10. Annually based on respective program cycle
11. Reviewed annually and on an as needed basis (no longer than annually)
12. Memorandum of Understanding

Strategic Planning Committee Schedule: 2008 – 2009

Assessment:

2008

December 3 1:30 – 3:30

2009

February 4 1:30 – 3:30

April 1 8:30 – 4:30

June 3 1:30 – 3:30

September 2 1:30 – 3:30

December 2 1:30 – 3:30

Planning:

2008

December 17 1:30 – 3:30

2009

April 15 8:30 – 4:30

June 17 1:30 – 4:30

September 16 1:30 – 3:30

December 16 1:30 – 3:30

Implementation:

2008

October 8 *cancelled*

2009

January 21 1:30 – 3:30

April 22 8:30 – 4:30

July 22 1:30 – 4:30

October 21 1:30 – 3:30

Evaluation:

2008

October 22 *cancelled*

2009

January 28 1:30 – 3:30

May 6 8:30 – 4:30

July 29 1:30 – 4:30

October 28 1:30 – 3:30

*** Note all committee meetings have been increased by 1 hr. (from the previous schedule)**