



2015-2019 Strategic Plan Update

August 2018

Approved by the Board of Directors on August 23, 2018

Key Goals to Help People and Change Lives

Mission Statement: *To provide affordable, comprehensive, and quality services that strengthen the community and lead to self-sufficiency.*

Goal 1. Build Community Awareness

Objective 1: Increase Internal and External Communications

Objective 2: Cultivate New and Existing Partnerships **(NEW OBJECTIVE)**

Outcome: Engaged and informed individuals promoting and/or utilizing CAA resources **(NEW)**

Goal 2. Build the Sustainability & Quality of the Agency

Objective 3: Enhance Board Oversight and Effective Governance of the CAA

Objective 4: Improve Organization Retention

Objective 5: Ensure the Ongoing Safety of the Staff and Clients of CAA of CC

Outcome: A renewed commitment to client service, ensuring progress toward self-sufficiency

Goal 3. Build our Capacity

Objective 6: Align Programs and Services to meet the needs of the Community **(NEW)**

Objective 7: Maintain and Increase Funding

Objective 8: Improve Access to Service **(NEW)**

Outcome: Established as local leaders to affect the causes and conditions of poverty

Key Goal 1: Build Community Awareness

Objective 1: Increase Internal and External Communications

1.1 A 1 to 2-page quarterly newsletter will be distributed to all employees.

Update July 2017: Assigned staff will work on obtaining information from the directors, both directly and through monthly Board reports, and create a regular newsletter aimed at keeping employees up-to-date on Agency happenings targeted to begin in the third quarter of 2017.

Update August 2018: Assigned staff sends out a monthly e-newsletter, CAA Connects to employees as of July 2018. A printable version is provided.

COMPLETE

1.2 The agency mission statement will be added to all agency correspondence.

Update July 2017: In early 2017, the Board approved a new logo and brand for the Agency, and as literature is developed with the new brand, the mission statement will be included as well. Targeted date is August 2017.

Update August 2018: All agency brochures and literature were updated in the beginning of 2018.

COMPLETE

1.3 The agency mission statement will be reviewed every three years and recorded within the Governing Board Minutes.

Update July 2017: The mission statement was reviewed in December 2015 and will be reviewed again by December 2018 and approved by the Board.

Key Goal 1: Build Community Awareness

Objective 1: Increase Internal and External Communications

1.4 Every department will use the same Mission Statement as a standalone or in conjunction with a department specific mission statement.

Update July 2017: As literature is created with the new logo and brand, both the Agency mission statement and the program mission statement will be added as appropriate. Targeted completion date is August 2017.

COMPLETE

1.5 The agency will hold monthly Directors' Meetings.

COMPLETE

Update July 2017: Monthly Directors' Meetings have been held from the time the new CEO started at the Agency in May 2016 and will be ongoing.

1.6 New Board and staff orientation process to include county demographics focused on poverty and introduction of the Agency as a whole. This tactic was also added in June of 2016 to assist in meeting Objective #1.

Update July 2017: The new orientation process was implemented in June of 2016 and is an ongoing part of staff and Board orientation.

COMPLETE

Key Goal 1: Build Community Awareness

Objective 1: Increase Internal and External Communications

1.7 A marketing plan will be developed to increase awareness of agency services.

COMPLETE

Update July 2017: A new logo and brand was approved in early 2017 and new brochures and marketing materials for each program are being developed. The Board approved the development of a new Agency website in April 2017 with the target date of January 2018. The first Agency annual report was complete for 2015. Plans are to complete an annual report each year during the summer to early fall with targeted distribution.

1.8 All agency programs will utilize a similar letterhead. The letterhead must be recognized as a division of CAA but may be department specific.

COMPLETE

Update July 2017: This is being developed for the Agency and specific to the programs. Targeted to be complete by August 2017.

1.9 All phone lines in all programs and individual facilities will be answered with using the initial response "CAA." For example: "CAA- Salem Head Start. May I help you?"

Update July 2017: Through the directors' meetings, we will develop and encourage staff to identify Community Action Agency when they answer the phones. This will be ongoing.

COMPLETE

1.10 Signage at all locations will have a similar look and easily identified as a program of the Community Action Agency.

Update July 2017: This is in the process of being developed and will be implemented at all CAA locations over the next 12 months.

Update August 2018: Graphics are being created and once bids received the target completion date will be set for the end of 2018.

Key Goal 1: Build Community Awareness

Objective 2: Cultivate new and existing partnerships, outreach and advocacy programs (NEW)

2.1 Create and leverage a network of collaborative partners, stakeholders, and donors to maximize the continuum of services for the betterment of the county. (NEW)

2.2 Create a targeted outreach plan (and the necessary materials) for underserved and emerging populations. (NEW)

2.3 Create volunteer opportunities to engage residents to actively participate in making positive changes for themselves, their families, and their community. (NEW)

2.4 Actively seek opportunities to educate and impart a wider understanding of current program obstacles to local and state lawmakers and state agency leadership. (NEW)

Key Goal 2: Build the Sustainability and Quality of the Agency

Objective 3: Enhance Board Oversight and Effective Governance of the CAA

3.1 The Organization Chart will be updated and align with Agency's By-laws.

COMPLETE

Update July 2017: The new organizational chart was approved at the September 23, 2016 full Board meeting and is included in all new staff orientation information.

3.2 Develop processes and procedures to comply with organizational standards. **(NEW)**

Update August 2018: Several processes have been put in place regarding bylaws, strategic planning, document sharing, and more. Ex. Bylaws and Strategic Plan are now updated annually. Board members can view documents via secure online portal (Office 365) and have access to tablets.

COMPLETE

3.3 The advantages of using a Consent Agenda will be explored and implemented based on Governing Board approval.

COMPLETE

Update July 2017: The Consent Agenda has been an ongoing process for Board meetings since May 2016.

3.4 A Board Roster will be developed to include name, address, phone, email, employment, and segment represented to be distributed to board as a whole.

Update July 2017: A Board Roster has been developed and has been in place since March 2016. A new Board Reference Guide with updated and pertinent CAA information has been developed and was distributed to all Board members at the May 2017 meeting.

COMPLETE

Key Goal 2: Build the Sustainability and Quality of the Agency

Objective 3: Enhance Board Oversight and Effective Governance of the CAA

3.5 A list of acronyms provided to Governing Board Members indicating name and a brief definition of the term.

Update July 2017: A comprehensive list of acronyms and a one-page list of acronyms of most commonly used acronyms were provided to the Board in September of 2016. They were distributed to Board members in the Reference Guide in May 2017, including the acronyms listings, and steps are being taken to ensure all documents at Board meetings define acronyms before using them.

COMPLETE

3.6 The Governing Board will revisit the date and time of the Governing Board Meeting to determine if the current schedule allows for maximum participation.

Update July 2017: The Board discussed the current meeting dates and times in the fall of 2016 and decided on the fourth Thursday of each month at noon as the best time for meetings, and the meetings changed from 60 minutes to 90 minutes. This will be reviewed periodically to ensure the date and time still work for Board members.

COMPLETE

Key Goal 2: Build the Sustainability and Quality of the Agency

Objective 4: Improve Organization Retention

4.1 A Wage & Benefit Study will be conducted/collected and presented to the Governing Board.

Update July 2017: A Wage and Benefit Study continues to be an objective. It has not been a priority in the first initial year of new leadership, but will begin in 2017.

Update August 2018: A search for an outside consultant is in place, however it has not been successful. Efforts continue with a look at national surveys for all CAA/FQHC/HSs to begin a base.

4.2 Staff surveys will take place to afford staff the opportunity to express positive and negative aspects of their employment with CAA. Results will also be presented to the Governing Board to help guide planning meetings.

Update July 2017: A staff survey was conducted was started in March 2016 and completed in April 2016. Another staff survey will be given in 2017.

Update August 2018: 2017 survey was completed. Information will be provided once available. This is an ongoing process.

4.3 An "Explanation of Benefits" sheet will be distributed to individual employees to let them know the actual value of their benefits provided by CAA.

Update July 2017: This is currently being explored.

Update August 2018: This strategy is being revisited to determine if this will be a benefit the overall goal of CAA.

4.4 A bonus plan will be developed and discussed with the Governing Board listing suggestions/ opportunities to provide performance "bonuses" to all qualifying employees.

Update July 2017: CAA has moved away from implementing bonuses. A one-time cost of living adjustment (COLA) of 1.8% matching funds received through Head Start was given in 2016 for employees not under contract or in the union, and this will be explored each year if funding is available. On July 1, 2017, CAA matched the 1% Head Start increase across all programs. CAA will review this Objective on an ongoing basis throughout the plan to determine if a bonus structure is feasible for the Agency.

COMPLETE

Key Goal 2: Build the Sustainability and Quality of the Agency

Objective 4: Improve Organization Retention

4.5 Staff will explore opportunities for cost savings within programs and departments to consider raising wages.

Update July 2017: This is ongoing. Leadership needs to continue to watch for cost savings, but it will not factor into raises depending on current funding.

COMPLETE

4.6 Implement practical opportunities (i.e. events, incentives, recognition) to improve employee satisfaction and comradery. **(NEW)**

Update August 2018: Established the Employee Appreciation Committee which plans family - friendly staff events and recognition activities.

Objective 5: Ensure the Ongoing Safety of the Staff and Clients at CAA of CC

5.1 Hold regular Safety Committee meetings at the agency level.

Update July 2017: Regular Safety Committee meetings have taken place since January 2016.

COMPLETE

5.2 Develop agency wide safety policies and procedures including accountability practices.

Update July 2017: This has begun with a first draft of administration policies to complement Head Start and the Health Center's plan. Continued work is needed to finalize an Agency-wide plan.

COMPLETE

Key Goal 3: Build Our Capacity

Objective 6: Align Programs and Services to meet the needs of the Community

6.1 Surveys from community partners, residents and specific customers will be distributed and collected to identify areas of need within the County.

Update July 2017: In 2015, staff and other community partners were surveyed to collect information concerning needs and gaps in service in Columbiana County. In 2016, customers of CAA were surveyed to gather the same information.

Update August 2018: April 2018 Community partner surveys collected to utilize for next assessment.

COMPLETE

6.2 A customer satisfaction survey will be conducted each year to obtain information regarding agency services and areas of improvement for the CAA of Columbiana County.

Update July 2017: Surveys were completed in 2016 and a summary was presented to the CAA Board of Directors. The next scheduled survey is August 2017.

Update August 2018: The 2017 surveys were presented to board in December 2017. 2018 surveys are currently being conducted.

6.3 Create a Community Wide Assessment and share it both internally and with the community.

COMPLETE

Update July 2017: The Community Assessment will be placed on CAA website to be accessed by members of the community and CAA staff. Customer satisfaction surveys, needs surveys, and all relevant data from any community assessments (Head Start, Health Center, etc.) will be collected internally to be shared across programs.

Update August 2018: Each program (HS/FQHC/CS) requires an assessment for their focus. Each department takes that information to determine overall what is needed within their mission focus. The process of uploading of assessments to the website have already taken place. Our partner, Columbiana County Health Department which leads the assessment of health in our county uses a committee of health and human services providers within the county.

6.4 The Strategic Plan will be updated based on the results of the Community Needs Assessment.

Update July 2017: The Community needs assessment results were consistent with our current strategic plan. No update was required.

COMPLETE

Key Goal 3: Build Our Capacity

Objective 7: Maintain and Increase Funding

7.1 Staff will contact Universities within the region to determine if students are willing to participate as grant research interns.

Update July 2017: Youngstown State University and Kent State University were contacted in 2016 during both semesters, with no success in securing students to focus on grant research. CAA will continue to look for opportunities within departments and may look to add a planner position to the administration if funding is available. However, CAA's focus is on funding the food pantry past initial funding from the state Healthier Buckeye grant, which will end June 30, 2017.

COMPLETE

7.2 Staff will identify areas of needs, programs of need, and sources funding. CEO will meet with the Program Directors and Board to identify priorities list/plan based on need.

COMPLETE

Update July 2017:

1. Access to food on a more regular basis – CAA, Family and Children First Council (FCFC), and Jobs and Family Services collaborated, identifying the need for a five-day-a-week food pantry that offered healthy choices combined with a job training program for at-risk youth as a pilot project for the state Healthier Buckeye Grant. CAA was successful in receiving \$526,000. In the first year of operations, the CAA Healthier Food Pantry had 4666 visits from families throughout the county with food and served 48 at-risk youth through the job training program. This funding was for an initial year, which is scheduled to end June 30, 2017. The need for this community food pantry is critical in serving our mission. CAA plans to use Community Service Block Grant (CSBG) funds to help support this initiative.

2. Adequate housing – CAA partnered with the Miller-Valentine Group to form a partnership with the city of East Liverpool to implement the Market Street Loft Projects – a \$9 million complex with 45 housing units for the low- to medium-income population. Property was purchased in 2016 and development began on July 1, 2016. The project has a targeted completion of November 2017. After completion, CAA will have an office within the facility to help facilitate residents with connections to services within the Agency and the community.

- The Agency has been approached by the USDA to determine if CAA would be interested in a low-income senior housing complex in the northern section of the county. CAA is in the process of assessing the property and will determine whether this potential project makes both good business sense for the Agency and assists us in meeting our mission.

3. Expand Health Services – The Health Center applied for Health Infrastructure Investment Program (HIIP) funding in May 2015 and received notification on May 4, 2016 of a \$1 million award to expand services in East Liverpool to include dental and pharmacy. This will be the first building mortgaged for ownership for the Health Center. Construction is targeted for completion in the fall of 2018.

Key Goal 3: Build Our Capacity

Objective 7: Maintain and Increase Funding

7.2 Staff will identify areas of needs, programs of need, and sources funding. CEO will meet with the Program Directors and Board to identify priorities list/plan based on need. **continued...**

Update August 2018:

1. All funding is being maintained with opportunities of growth being explored.
2. Opportunity to expand our services within the housing market has occurred. The Market Street Lofts project made way for the Penn Square project. CAA is developing a Housing Development subsidiary.
3. Secured funding through CSBG to continue the Healthier Food Pantry.
4. Secured contract services through Mahoning and Columbiana County Training Association (MCTA) for job training services being funded through Ohio Means Jobs/WIA. Secured a 2nd contract through DJFS for job training.
5. Secured contract with DJFS to provide supervised visitation to meet a need in our county.

7.3 Establish a strategic infrastructure for Resource/Fund Development. **(NEW)**

Update August 2018: Research has begun to determine the most effective and suitable funding prospects outside of grants. CAA is now equipped to accept donation online. Mission/fundraising collateral is in the planning stages with a projected completion of initial materials in September 2018.

Key Goal 3: Build Our Capacity

Objective 8: Improve Access to Services

8.1 Staff will identify areas in the county where limited access to services exist.

COMPLETE

Update July 2017: Staff identified the southern section of the County as the first area to expand services based on previous demand for services. The Agency did apply for funding through the Health Center to expand its reach to the northern section of the county, but was not successful. Focus for the Agency has been on the southern section of Columbiana County in East Liverpool. With the addition of the \$1 million HIIP grant, plans are to construct the Health Center's first building and expand dental and pharmacy services with a Objective of completion of fall 2018.

- CAA partnered with the city of East Liverpool and Better City to assist the New Castle School of Trades (NCST) in opening a new location in East Liverpool. CAA, acting as lead agency, applied for a predevelopment grant to help initiate the \$8 million project. CAA also applied as lead agency for a \$150,000 equipment grant, which NCST received.
- The Market Street Loft Projects, when completed, will provide a satellite office for CAA to help connect low-income individuals and families with Agency services and appropriate community services.

8.2 Staff will determine if as an agency we are delivering services from other facilities that could house additional programs (i.e. Health Clinic, Head Start).

COMPLETE

Update July 2017: CAA has utilized the Health Clinic location to provide services to those in the Southern section of the County to reduce the need for consumers to travel to Lisbon to receive services under HEAP and the CSBG voucher program.

8.3 Staff will conduct research to determine if there are other agencies within the County that would be willing to share space with CAA to increase service delivery.

COMPLETE

Update July 2017: CAA partnered with the Salem Salvation Army office, East Liverpool Salvation Army office, and the East Liverpool Resource Center under the CSBG program to offer alternate access points for consumers.

Overall Objective Update August 2018: CAA is expanding services throughout the county. Currently, ways to increase our presence in the northern areas such as Salem are being explored. With Salem and East Liverpool hospitals no longer offering OBGYN services the FQHC is taking on a major role in the county. To assist with this need a Salem location is being explored.