FY 2018-2021 Strategic Plan

Executive Summary

The Community Council of South Central Texas, Inc. (CCSCT) is part of the Community Action Network comprised of approximately 1000 non-profit and public organizations established under the Economic Opportunity Act of 1964. The primary purpose of these Agencies is to wage the fight in America's War on Poverty. Community Action Agencies are the primary source of support for the millions of American's living in poverty. These organizations reach out to low-income families and individuals in their communities, address multiple needs through a comprehensive approach, develop partnerships with other organizations, involve low-income clients in Agency operations, and administer a full range of coordinated programs designed to have a measurable impact on poverty. The Community Action Network's ultimate goal is to help people to help themselves in achieving self-sufficiency.

CCSCT began providing a broad range of programs on May 11, 1965. CCSCT currently provides services in 23 counties in South Central and Southwest Texas. Services currently provided include the following:

- Case Management through the Community Services Block Grant (CSBG);
- Energy Assistance through the Comprehensive Energy Assistance Program (CEAP);
- Making homes more energy efficient through the Weatherization Assistance Program, including Low-Income Housing Energy Assistance Program (LIHEAP), the Department of Energy (DOE) and the American Electric Power Weatherization Program (AEP);
- Healthy nutrition assistance through Women, Infants, and Children (WIC);
- Home Investment Partnerships Programs (HOME) through Tenant-Based Rental Assistance (TBRA).

CCSCT complies with the CSBG Organizational Standards for Private Entities, and by agreeing to exceed those standards, the Agency is a participant in the distinguished and nationally recognized Community Action Partnership (CAP) Pathways to Excellence in Community Action Project.

The CCSCT Strategic Plan is a working document built with input from staff, Board Members, key informants, resources, and conditions. The Board's Strategic Planning Committee and appointed staff will continually monitor the Agency's position in relationship to the Strategic Plan using strong ROMA practices and the use of the complete ROMA Cycle.

Purpose, Process, and Stakeholder Participation

CCSCT formed a Strategic Planning Committee consisting of seven Board appointed Board Members, the Executive Director and the CCSCT Management Team, which includes the Controller, Human Resources Director, Community Services Program Director, Weatherization Coordinator, WIC Program Director and Grant Writer.

The committee reviewed the 2015-2018 Strategic Plan and the Agency's mission and vision statements as a starting point in the process. The Committee identified the goals and objectives that had been successfully met and those goals where additional progress was necessary.

The Committee then used guidelines for developing a Strategic Plan as written in Category 4 Standard 4.3 and 4.5, along with Category 6 Standards 6.1, 6.2, 6.3, 6.4 and 6.5 of the CSBG Organizational Standards for Community Action Agencies. The committee included The Results Oriented Management and Accountability (ROMA) Cycle and Category 2, Strategic Planning and Direction Overview from the Community Action Partnership Pathways to Excellence in Community Action Standards. Lastly, the Committee used information from the Strategic Planning Guide for Texas Community Action Agencies released by the Texas Department of Housing and Community Affairs.

The Strategic Plan addresses CCSCT's agency wide goals for the next three years, along with specified objectives, strategies and desired outcomes. It also breaks down each goal into family, agency, or community, while incorporating the national Results Oriented Management and Accountability (ROMA) goals and the Community Action goals identified in the National Community Action Network Theory of Change, both literally and/or representatively, depending on the goal.

Goals within the Strategic Plan will be reviewed annually and an update on the progress of meeting the goals of the plan will be provided to the Board of Directors annually.
Also, an analysis of the Agency's outcomes and any operational or Strategic program adjustments and improvement will also go to the Board annually for review or action.

Mission, Vision and Values

Mission Statement

CCSCT empowers vulnerable families and individuals in greater South Central Texas to achieve self-sufficiency by eliminating barriers through innovative programs and strong community partnerships.

Vision Statement

Helping People. Changing Lives.

Values

Integrity. We remain true to our mission, expect honesty among our staff, Board and the clients we serve and believe our actions help maintain the trust and confidence of the public.

Respect. We believe in treating others with dignity and respect, embrace the diversity of others and encourage staff to work together as a team.

Community Awareness. We believe in collaborating with other organizations throughout the community in an effort to complement existing resources to meet the needs of our clients, while also maximizing the support of our donors.

Empowerment. We believe in empowering our clients to become self-sufficient in order to live a better life, as well as empowering our employees to succeed in a culture based on trust, respect and commitment.

Responsibility, Accountability and Ethics. We take responsibility for achieving results and hold ourselves accountable for our actions. We strive to uphold the highest ethical standards and comply with all federal, state and local laws.

Goals, Objectives and Strategies

Marketing and
Visibility

Organizational
Leadership and
Capacity

Sustainability

Strategic
Goals

COMMUNITY

Partnerships
and
Community
Engagement

Program
Initiatives

Marketing and Visibility

Goal #1: CCSCT is recognized and respected as THE provider of services for low-income residents in the 23-county service area (Agency, Community)

Objective	Strategies	Desired Outcome(s)
1. Increase CCSCT's brand and community awareness.	▪ Increase social media presence. – Increase average people reached per FB post to 40-50 individuals – Increase average engagement rate per FB post to .5% (standard is 0.5%-1%), – Increase FB Followers by 50 people each year – Increase FB posts to an average of 3 times per week. ▪ Increase community outreach activities throughout service area. ▪ Conduct annual meetings with elected officials to inform them of CCSCT services. ▪ Encourage staff to join civic organizations and Boards.	▪ Social media presence (as indicated by increased number of followers and engagement in posts) will increase. ▪ The number of individuals familiar with CCSCT's mission and programs will increase. Metrics: ▪ % average engagement on FB posts ▪ Average # of people reached per FB post ▪ # of FB followers/likes ▪ # of view/hits on agency website ▪ # of outreach activities conducted ▪ # of meetings held with elected officials ▪ % of clients who responded strongly agree/agree to "I would recommend CCSCT to family/friends".
2. Ensure agency activities, outcomes and results are communicated to the stakeholders.	▪ Develop an agency-wide communication plan. ▪ Develop an Annual Report. ▪ Post important documents such as Strategic Plan, Needs Assessment and Annual Report to agency website. ▪ Increase submissions local media reporting.	▪ Agency activities, outcomes and results will be regularly communicated to stakeholders using developed communication tools. ▪ Strategic Plan, Needs Assessment and Annual Report will be posted and accessible on agency website. ▪ Number of media submissions will increase (i.e. articles, PSAs).

		Metrics:
		▪ # of PSAs distributed ▪ # of website posts ▪ # of FB posts

Organizational Leadership & Capacity

Goal #2: CCSCT promotes effective and qualified leadership and establishes a culture of excellence. (Agency)

Objective	Strategies	Desired Outcome(s)
1. Regularly assess the effectiveness of the Board and its activities.	▪ Develop a Board self-assessment tool. ▪ Distribute annual Board self-assessment survey (January meeting). ▪ Compile and analyze data to identify strengths and weaknesses of Board.	▪ The Board will assess itself annually to determine its effectiveness and areas of opportunity will be identified and acted upon. Metrics: ▪ # and % of Board Assessments completed each year
2. Provide opportunities for staff to enroll in and receive CCAP, NCRI and case management certifications.	▪ Identify and nominate staff to participate in CCAP and NCRI certification programs. ▪ Have existing staff who have obtained certifications provide support and mentorship to enrolled staff if applicable.	▪ Additional CCSCT staff will earn their CCAP and NCRI certifications. Metrics: ▪ # of CCAP staff ▪ # of NCRI staff ▪ # certified case managers
3. Ensure smooth transition in the event of loss of key leadership staff.	▪ Develop agency succession plans for key leadership positions.	▪ Transitions in the event of loss of key leadership will be smooth. Metrics: ▪ # of succession plans in place for key leadership positions ▪ % of employees who responded strongly agree/agree to "I feel employees are offered job related training opportunities that create or promote agency

		leadership and staff succession".
4. Provide on-going training to staff to improve skills and capacity.	- Identify anticipated training needs of staff. - Conduct an all-day training annually to train on identified topics. - Document trainings and obtain feedback regarding effectiveness of training. - Provide opportunities for staff to attend state, regional and national conferences (TACAA, Region VI, CAP Conference, WIPFLI, ROMA, etc.)	- Ongoing training will be provided to staff on an annual basis. - Staff will attend local, regional and national conferences. Metrics: # and % of training surveys completed % of employees who responded strongly agree/agree to "I feel I have received adequate training to do my job well". % of employees who responded strongly agree/agree to "There are adequate resources and support to help me in my job". % of employees who responded strongly agree/agree to "Employees are expected and encouraged to see out opportunities to better themselves". # of staff training hours # of scheduled trainings # of conferences attended
5. Improve internal staff communication.	- Distribute quarterly e-update to staff. - Conduct monthly staff meetings. - Remain transparent with staff regarding organizational changes and explain why they occurred. - Utilize internal Sharepoint site to post updated forms and agency documents (i.e. Strategic Plan, CNA, CAP	- Lines of communication with staff will be improved and staff will feel they are more informed of what is going on in the agency. Metrics: % of employees who responded strongly agree/agree to "The company does a good job

Objective	Strategies	Desired Outcome(s)
	Plan, Mission, Vision, Values, ROMA Cycle). ▪ Send emails to staff when there are updates to programs, agency operations and other critical information. ▪ Develop a system for staff to provide feedback anonymously.	of keeping employees informed". ▪ % of employees who responded strongly agree/agree to "I receive meaningful/important information from the ED, HR Director and my Program Director". ▪ # of staff meetings conducted
6. Work towards obtaining the Award of Excellence.	▪ Implement recommendations provided in Pathways feedback report. ▪ Assess progress towards meeting standards annually. ▪ Complete new self-study and apply for Award of Excellence.	▪ The Award of Excellence will be obtained.
7. Improve Board recruitment and involvement.	▪ Establish Governance Committee. ▪ Establish Board recruitment process. ▪ Develop criteria for Board selection. ▪ Capitalize on existing Board relationships to identify potential Board candidates.	▪ Board recruitment and involvement will increase. Metrics: ▪ % Board turnover ▪ # Board volunteer hours ▪ # Board training hours ▪ Average # years tenure of Board Members ▪ % Board members participating in Board committees

Program Initiatives

Goal #3: CCSCT's programs focus on the needs of the community as identified in the Community Needs Assessment and are aligned with its mission and vision. (Agency, Family)

Objective	Strategies	Desired Outcome(s)
1. Ensure individual programs contribute to the stability of individuals, family and community and address top needs as identified in the CNA.	▪ Ensure identified programs and services are aligned with mission and vision of reducing poverty and helping people become self-sufficient.	▪ Individual programs will contribute to the stability of individuals, family and community and will address the top needs of its population as identified in the CNA.

	▪ Implement ROMA logic models to address top needs. ▪ Continually evaluate customer input from needs assessment and surveys to identify gaps in service and make appropriate improvements. ▪ Develop partnerships with other organizations in the community to ensure needs are met. ▪ Provide referrals	▪ The number of individuals who transition out of poverty will increase. Metrics: ▪ # of TOP clients ▪ # of program logic models in place ▪ # of established partnerships ▪ # of referrals
2. Enhance programs to fill in gaps highlighted in the CNA.	▪ Review CNA to identify top needs, then identify whether or not CCSCT has a program to support that need. ▪ Short-term, identify resources in the community to refer clients to in order to receive services. ▪ Long-term, seek out and apply for grant opportunities to obtain funding to operate programs to fill in gaps.	▪ Programs will be enhanced and will fill in gaps highlighted in the CNA. Metrics: ▪ # of new partnerships ▪ # of new funding opportunities applied to ▪ # of newly implemented programs
3. Address areas of opportunity identified in the analysis of client satisfaction data in order to improve customer service.	▪ Implement systematic client survey schedule. ▪ Make surveys accessible to clients through a number of avenues (paper, electronic). ▪ Evaluate customer service results annually to identify ways to improve service and incorporate that into the Strategic Planning process. ▪ Track results and report to staff and Board. ▪ Provide ongoing training to staff on ways to improve customer service.	▪ Customer satisfaction ratings will be 90% or better for all programs. Metrics: ▪ % of customer satisfaction surveys completed ▪ % of customers who responded strongly agree/agree to "I was satisfied with my overall experience and the services I received". ▪ % of customers who responded strongly agree/agree to "I am likely to use the program service(s) again".

Objective	Strategies	Outcome
4. Ensure projects are aligned with agency mission and vision.	▪ Implement an agency-wide project management policy, with procedures for identifying and taking on a new project. ▪ Implement the use of a Request for Special Project form for project approval.	▪ Projects will be aligned with the agency mission and vision. Metrics: ▪ # of special projects

Partnerships and Community Engagement

Goal #4: CCSCT engages and collaborates with the community. (Community, Agency)

Objective	Strategies	Outcome
1. Foster strong and intentional partnerships with the shared goal of creating change.	▪ Develop a master inventory of partner organizations and their services and update annually. ▪ Participate in partner activities in the community. ▪ Develop a partner survey to solicit feedback and assess partnership benefits.	▪ Agency partnerships will increase. ▪ Partner satisfaction ratings will be 90% or better. Metrics: ▪ # of partnerships ▪ % of partner surveys completed ▪ % of partners who responded strongly agree/agree to "I am likely to continue a partnership with CCSCT". ▪ % of partners who responded strongly agree/agree to "I would recommend CCSCT to friends/family and/or recommend other organizations partner with them".
2. Develop external advisory groups.	▪ Identify a formal method for identifying individuals to serve on external advisory group and ensure representation from counties not represented on the Board.	▪ External advisory groups will be implemented. Metrics: ▪ # of Advisory Council meetings

3. Implement outreach activities to inform general public of available programs and services.	▪ Increase number of speaking engagements to communicate CCSCT's mission and program offerings. ▪ Develop partnerships with other organizations and ask to speak to group to inform them of what CCSCT programs and services (i.e. interagency meetings). ▪ Host poverty simulations and invite general public. ▪ Implement an outreach survey to determine effectiveness and obtain feedback.	▪ Outreach activities will result in the general public being more informed of CCSCT programs and services. Metrics: ▪ # of speaking engagements ▪ # of partnerships ▪ # of poverty simulations conducted ▪ # of outreach events conducted
4. Increase advocacy for low-income individuals and families.	▪ Develop advocacy plan (including the development of a survey to assess advocacy efforts). ▪ Deliver presentations to key decision makers regarding services for low-income families (to also increase awareness of unmet needs, gaps in service delivery and barriers to obtaining services). ▪ Allocate monies in the agency-wide budget for addressing advocacy activities each year (i.e. outreach).	▪ Advocacy activities will increase and key decision makers will be more informed about CCSCT, its services and the needs of individuals throughout their communities. Metrics: ▪ # of presentations made to key decision makers ▪ # of advocacy activities conducted ▪ Average # of attendees at advocacy activities
5. Enhance level of community involvement.	▪ Review community calendars for service area ▪ Attend at least 1 community event per year ▪ Attend Job Fairs ▪ Attend Chamber of Commerce meetings ▪ Post CCSCT events on webpage and encourage/invite general public to attend.	▪ Community involvement will be enhanced. Metrics: ▪ # of job fairs, chamber events, community events attended (evaluated over prior year) ▪ # of agency events posted on agency website

Sustainability

Goal #5: CCSCT has diverse revenue sources and the financial strength and capacity for future growth. (Community, Agency)

Objective	Strategies	Outcome
1. Increase non-federal funds.	▪ Develop a fundraising plan (Fundraising Committee). ▪ Conduct at least one fundraiser per year. ▪ Engage Board members and staff to take an active role in fundraising activities.	▪ Non-federal funds will increase. Metrics: ▪ % increase in non-federal funds raised over prior year ▪ # of fundraisers conducted
2. Identify new grant opportunities.	▪ Research potential funding opportunities based on identified top needs in the community assessment. ▪ Ensure grant opportunities align with agency mission. ▪ Evaluate the value of new grant opportunities before applying.	▪ New grant opportunities will be identified and programs and services will be expanded. Metrics: ▪ # of new funding opportunities applied to ▪ % increase in revenue

3. Develop a donor base.	▪ Compile a list of current and former donors.
	 ▪ Establish donor platform to track and manage donors.
	 ▪ Create multiple opportunities for donors to give.
	   – Improve opportunities to access donor link on website and Facebook page.
	   – Evaluate effectiveness of mail appeals.
	   – Publicize new giving opportunities.
		▪ A donor base will be established and expanded upon each year to assist in generating agency revenue.
		
		 Metrics:
		
		 ▪ # of clicks on DONATE button(s)-FB and website
		 ▪ % conversion rate (click on Donate button AND donated)
		 ▪ % increase in donor giving
		 ▪ % of retained/repeat donors