Jefferson Franklin
COMMUNITY ACTION CORPORATION

Strategic Plan

FY19-21

www.jfcac.org

CSBG LIHEAP EQUAL HOUSING OPPORTUNITY Head Start Missouri WIC Eat Healthy. Stay Well. Weatherization Works

August 2018

Dear Reader,

Thank you for taking the time to read Jefferson Franklin Community Action Corporation's (JFCAC) FY19-FY21 Strategic Plan. This plan represents the roadmap which will be used to achieve a shared vision of the agency over a three year time period.

Having a plan is important. As stated by an anonymous source "Success doesn't just happen. It is planned for." JFCAC is a successful agency and thus, intentional planning is integral to agency operations. One key planning method is that of Strategic Planning.

Strategic Planning is a process designed to assess an organization's capacities and environment, clarify its mission, build a shared vision of the future, determine its priorities, set common goals, focus energy and resources, and evaluate and possibly adjust the organization's direction in response to evolving customer and community needs.

Strategic Planning takes enormous amounts of time, energy, and commitment. So, <u>thank you</u> to everyone who assisted in the creation of this plan! JFCAC is committed to making our community a better place to live, and the foundation for doing so is having a clear plan.

This document includes details regarding JFCAC 's Strategic Plan, including the purpose and background of Strategic Planning, details on the method employed to create this plan, specifics on the plan's strategic areas, details of how this plan will be implemented, and information regarding the reporting and evaluation processes outlined for this plan.

Again, thank you for taking the time to read this plan. By doing so, you are demonstrating your commitment to making America a better place to live.

If you would like to learn more about our agency, please visit our website at www.jfcac.org or find us on Facebook.

Sincerely,

-*Jefferson Franklin Community Action Corporation*

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Agency Information

Mission

The mission of Jefferson Franklin Community Action Corporation is to serve individuals and families through partnerships, empowerment and education in order to strengthen and improve the entire community.

Vision

JFCAC envisions communities with increased opportunities and improved quality of life for families living in the crisis of poverty.

Values

Dedication - We are dedicated to our mission.
Accountability - We are accountable to those we serve and to each other.
Service - We provide a service to the community.
Integrity - We do what is right at all times.
Hope - We embrace the spirit of hope.

Agency History

The history of the Jefferson Franklin Community Action Corporation (JFCAC) dates back to 1964 when President Lyndon B. Johnson signed into law the Economic Opportunity Act of 1964 and declared a "War on Poverty." As a result of this act, a battery of anti-poverty programs, which were aimed at advancing, elevating, and promoting the economic, educational, civic, and recreational conditions of the poor, were created. Community Action was one such program.

On April 9, 1965, the Jefferson County Community Opportunity Corporation was incorporated to begin providing local Community Action programming to the residents of Jefferson County, Missouri. On February 19, 1969, the Jefferson County Community Opportunity Corporation expanded service provision into Franklin County, Missouri, and amended its name to the Jefferson Franklin Community Action Corporation (JFCAC).

To date, the two-county region of Jefferson and Franklin continues to be JFCAC's service community, with the residents of the counties being the agency's customer-base.

<u>Board of Directors</u>

As of August 2018

Dr. Julia Hampton, President
At-Large Representative

Carol Cameron, Vice President
At-Large Representative

Cynthia Eckelkamp, Treasurer
At-Large Representative

Earlaine Sandoval, Secretary
Public Representative

Rev. Curtis Crumpecker
At-Large Representative

Wayne Goyea
At-Large Representative

Jenny Wallach
Public Representative

Paula Crewse
Public Representative

Marty Lackey
Community Representative

Shirley Wilson
Community Representative

Ken Waller
Public Representative

Emmaline Tubbs
Community Representative

Executive Leadership

Jill Lombardo   Chief Executive Officer & Clinical Director

Diana Hayes   Chief Administrative Officer

Paulette Hensley   Chief Program Officer

Kristin Firle   Chief Financial Officer

Stephanie Kerth   Chief Innovation Officer

Program Directors and Core Agency Programs

Dave Rose   Weatherization Assistance Program

Janna Bittle   Housing Choice Voucher

Laura Weber   Women, Infant, and Children (WIC)

Tammie Benton   Head Start/Early Head Start

Heather Forys   Community Services & Low-Income Home Energy
                                 Assistance Program (LIHEAP)

Purpose and Background

Strategic Planning is a systemic, participatory process to manage long-term organizational change and growth. This process is implemented at for-profit corporations and nonprofit agencies alike, although the methods and processes followed may differ.

JFCAC completes a Strategic Plan every three years because its defining funder, the Community Service Block Grant (CSBG), requires it of Community Action Agencies, as defined in the CSBG Organizational Standards.

ROMA

Results-Oriented Management and Accountability (ROMA) is a performance-based initiative unique to Community Action Agencies. This system, which includes an accountability cycle, is designed to promote greater effectiveness among agencies receiving CSBG funding.

The accountability cycle is a follows:
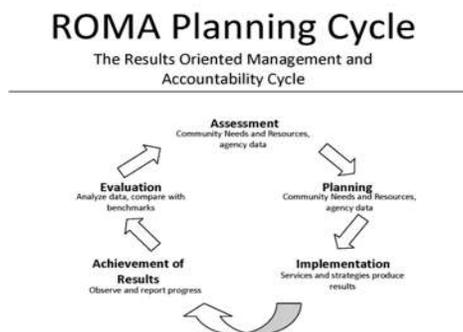
Strategic Planning falls under the "planning" section of this cycle. As evidenced on this image, prior to engaging in the planning phase, the "Assessment" phase must be completed. This assessment phase includes the completion of a Community Needs Assessment (CNA); this assessment includes data and conclusions drawn about the community's needs and resources.

JFCAC Community Needs Assessment

The assessment used by JFCAC to help shape its Strategic Plan can be located at: http://www.jfcac.org/uploads/1/6/0/5/16053534/electronic_2017_needs_assesment.pdf .

<u>Strategic Plan Details</u>

A Strategic Plan is to be used for purposeful planning. JFCAC intends to use this Plan, in conjunction with the Community Needs Assessment, for both agency-wide planning and individual program planning.

It is the intent of this plan's Planning Committee that Program Directors and agency grant writers will utilize the data/information in both the CNA and this Strategic Plan when developing grant applications and program goals, as required by the funder. This Strategic Plan will be used to shape the Community Services' Community Action Plan as well as every other of the agency's program's plans and program goals.

This Strategic Plan is a three year plan, spanning FY19-FY21. The plan becomes effective on 10/01/18 and ends on 09/30/21.

This plan was adopted by JFCAC's Board of Directors on <u>09/26/2018</u>, and is a plan designed for the community served by JFCAC, which is the Missouri counties of Jefferson and Franklin.

Strategic Planning Method

JFCAC FY19-21 Strategic Plan is a data-driven plan, inclusive of seven components: Preparation, Assessment, Analysis, Planning, Implementation, Achievement of Results and Evaluation.

I.   <u>Preparation</u>

Planning for the completion of this Strategic Plan began in late February of 2018, and the first step implemented to create this Strategic Plan was to define the Planning Committee. The persons selected to serve on this committee included the agency's Chief Innovation Officer (CIO), Community Services' Director and Community Services' Project Coordinator. It must be noted that the Chief Innovation Officer is a Certified ROMA Implementer. Roles and responsibilities were established.

This committee assessed the agency's readiness to engage in strategic planning by completing a Readiness Assessment. Once the agency was deemed ready to complete this type of planning, the Planning Committee defined the process parameters. A part of defining process parameters included completing planning timelines and outlining actionable steps. The process to be used for planning was defined, and written in a chart format which was presented to the agency's Executive Team for review and approval in March 2018.

It must be noted that low-income persons and members of the Board of Directors were engaged in this planning process, as appropriate.

II.   <u>Assessment</u>

Once a plan was developed, the Planning Committee engaged in various forms of assessment. These assessments are described below. At the conclusion of each assessment, a summative list of the issues and opportunities was developed in order to inform the Analysis and Planning phases.

SWOT

Beginning in April 2018, for the agency overall, in addition to each of the agency's six core programs, including Head Start/Early Head Start, Housing, WIC, Weatherization, LIHEAP, and Community Services, as well as Finance, Human Resources, and Quality Improvement, an assessment of both internal strengths and weaknesses of the program and external threats and opportunities were assessed via a SWOT analysis. A SWOT Analysis Grid was utilized during a meeting with the Planning Committee, and whomever was deemed appropriate to attend (i.e., Executive Team staff, Program Director, and/or line staff). This method was used so as to best assure all persons and program staff had input on the current status of the program.

Community Needs Assessment

The second assessment completed was using the data gathered as a part of the 2017 Community Needs Assessment (CNA). As a part of this CNA, Ten Key Priority Areas were identified and these ten future vision areas were assessed for this Strategic Plan. The CNA can be accessed at: http://www.jfcac.org/uploads/1/6/0/5/16053534/electronic_2017_needs_assesment.pdf

Stakeholder Data

Additionally, internal and external stakeholder data was reviewed in order to better understand the marketing and communication/employee relations needed for the agency's programs to have maximum impact. Financial data was also reviewed in order to assert the cost and impact of a program's services.

Quality Improvement Data

The agency operates a Quality Improvement (QI) Department which reviews each program for compliance and quality. Inclusive of this data is reports of outputs and outcomes, scorecard data, and customer satisfaction data and this data was reviewed for each program in order to determine strengths and weaknesses of each program based on regularity requirements.

III.   Analysis

The purpose of analysis is to aid in the determination of the strategic priorities by organizing all the data collected from the assessments into a useable format.

The first step of this process was to analyze the SWOT data collected. This analysis was initially completed by the Planning Committee. Notable pieces of data from the SWOTs were isolated and compared to the other data sets gathered during the Assessment Phase, including stakeholder surveys and QI Data.

As the Planning Committee analyzed the collected datasets, common issues and opportunities were found. Such included: Customer Experience, Outreach, Professional Development, System Efficiency, Staffing Patterns, IT Issues, Outcomes/Measurements, Building Issues and Increasing Unrestricted Dollars.

To make the assessment data collected usable, two documents were created. The first is a chart containing all the notable comments that were made during each of the completed SWOTs. The second is a chart that organized all the assessment data into Strategic Initiatives using the nine aforementioned commonalities, as applicable, as the initiative options. The number each program had varied from three to seven. This chart noted a specific initiative, and outlined all the datasets that allowed that conclusion to be drawn.

IV.   Planning

The purpose of the planning phase is to narrow down the Strategic Initiatives identified during the Analysis Phase into key areas which will form the basis for the strategic plan's goals. Identifying the desired outcome for each initiative is also part of this phase.

Following are the Plan Areas of this Strategic Plan *(which is introduced and further discussed in the 'Strategic Plan Areas' Section)* and the way in which planning was implemented for each of these plan areas:

Program Capacity Initiatives

In order to prioritize the Strategic Initiatives for the Program Capacity Building Initiatives two documents created during and described in the Analysis Phase were sent to each Director. The Director was instructed to review the documents (with whomever the Director deemed appropriate for his/her program), and to evaluate the issues using a set criteria to prioritize down to three Strategic Initiatives for the program.

The criteria used for this prioritization included: the value the initiative will bring to the program, the appropriateness of the initiative, and the feasibility of the initiative.

Additionally, so that the Need Statement, Level of Need, Goal, Outcome, and Outcome Indicator could be identified for each Strategic Initiative, each Director was instructed to answer the following questions for each of the three selections:

1) What is the need with this? Explain the need as you see it in your program.

2) What is your goal with this? What will change?

3) What do you want to happen? How will you know when your objective is met? What will be different?

The Planning Committee believed it was important for this information to be identified and outlined by the department staff so that the staff feel connected to the plan and believe it to be a useful tool for program/agency change. Through the prioritization process of the planning phase, the Planning Committee was always available to department staff for guidance and insight.

Community and Family Initiatives

The prioritization for the Community and Family Initiatives was originally completed as a part of developing the agency's Community Needs Assessment. As a part of reviewing the community's data to complete the CNA, 10 key areas were identified and these areas form the initiatives outlined in the Community and Family Initiatives section.

In order to develop the Need Statement, Level of Need, Goal, Outcome, and Outcome Indicator for each of these 10 areas, the given Facilitator and workgroup met with the Planning Team to develop these for the group's specific area *(*details regarding these workgroups are further discussed in the "Implementation" section)*. The same questions scaled in the "Program Capacity Initiatives" section were used for this group.

Agency Capacity Building Initiatives

The prioritization for the Agency Capacity Building Initiatives was led by the Planning Team, and completed with the agency's Executive Team and members of the Board of Directors.

This group of persons reviewed all agency data, including but not limited to, data collected as a part of the CNA, SWOTs, QI Data, Financial Data, and Stakeholder Data in order to develop agency-specific initiatives that will support both the implementation of this Strategic Plan and the continued delivery and development of high-quality, continuum-of-care services.

Being that this group of persons reviewed copious amounts of data, this group employed the following prioritization criteria:

1) The value the initiative will bring to the agency and each of its programs
2) The value of the initiative to support program delivery
3) The value of the initiative to support each of the agency's program in meetings its Program Goals
4) The value of the initiative to support the implementation of this plan
5) The appropriateness of the initiative, and
6) The feasibility of the initiative.

This group also outlined the Need Statement, Level of Need, Goal, Outcome, and Outcome Indicator for each of the outlined initiatives. The scaled questions listed in the "Program Capacity Initiatives" section were also employed to complete this task.

The Planning Committee believed it was important for this information to be identified and outlined by the agency's Executive Team and members of the Board of Directors in order to best

assure the initiatives, goals, and outcomes selected were those most capable of supporting the agency's mission.

Please refer to the "Strategic Plan Area" section of this plan for the specific initiatives identified.

V.   Implementation

An implementation plan and process has been developed to ensure this Strategic Plan is a working document that is used as a guide for agency change.

It must be noted, that some of the agency's departments elected to develop an action plan and implement measures to remedy identified issues immediately following the program's SWOT assessment. These goals were not included in the prioritization process for the department.

See the "Implementation" section of this plan for specific details of the implementation plan.

VI.   Achievement of Results

Once the goal of the strategic initiative is achieved, steps will be outlined for sustainability and integration into operations.

A reporting system has been developed to communicate the ongoing progress and results of this plan.

See the "Reporting" section of this plan for details of this communication plan.

VII.   Evaluation

An evaluation plan for this strategic plan has been developed.

See the "Evaluation" section of this plan for details.

Strategic Plan Areas

As outlined in the "Strategic Planning Method" section, various forms of assessment were employed to gather the data used for this plan. The assessments used include SWOT analyses, a review of the data aggregated in the 2017 Community Needs Assessment, a review of stakeholder data, and a review of Quality Improvement (QI) data.

The use of these assessment methods helped shape this plan into three distinct plan sections: Program Capacity Building Initiatives, Community and Family Level Initiatives, and Agency Capacity Building Initiatives.

The "Program Capacity Building Initiatives" section includes initiatives that were prioritized from primarily the SWOT assessment data. These initiatives are internal to the agency, and focus on operational issues of each of the agency's programs.

The "Community and Family Initiatives" section includes initiatives that were primarily prioritized from the CNA assessment data. These initiatives are more external to the agency, and focus on the development of new programs and services.

The "Agency Capacity Building Initiatives" section includes initiatives that were prioritized from the review of all assessment data. These initiatives are both internal and external to the agency, and focus on issues that support the agency as a whole, including but not limited to each of the agency's programs either directly or indirectly, and the implementation of this Strategic Plan. These initiatives are intended to support the agency's mission, agency programs, and agency staffs deliver high-quality, continuum-of-care services.

Following are the goals identified in each of the plan areas.

Program Capacity Building Initiatives

Following are the Initiatives, Need Statements, Level of Need, Goals, Outcome, and Outcome Indicators for the following departments of the agency: Head Start/Early Head Start, Housing, WIC, Weatherization, LIHEAP, Community Services, Finance, Human Resources, and Quality Improvement.

Head Start and Early Head Start:

Head Start & Early Head Start Initiative #1	Professional Development
Need Statement	The new staff hire process needs to include individualized support in order to reduce staff turnover.
Level of Need	Agency
Goal	Develop and implement an improved new staff hire process that includes individualized support in order to reduce staff turnover.
Outcome	A .05% decrease in staff turnover by the end of FY21.
Outcome Indicator	A .05% decrease in staff turnover, after the implementation of the intervention, by the end of FY21 as evidenced by compared turnover rates.

Head Start & Early Head Start Initiative #2	Outcomes and Measurements
Need Statement	The collection, analysis, use, and reporting of data needs to be used for Program Planning.
Level of Need	Agency
Goal	Develop and implement a Program Data Plan and use it for Program Planning.
Outcome	A Program Data Plan will be created and implemented by the end of FY21 and used for program planning.
Outcome Indicator	A Program Data Plan will be created and implemented by the end of FY21 and used for program planning as evidenced by data used in planning meetings.

Head Start and Early Head Start Initiative #3	System Efficiencies
Need Statement	Clear and consistent expectations of roles & responsibilities need to be developed.
Level of Need	Agency
Goal	Revise existing and/or develop new policies & procedures in order to have clear and consistent expectations of roles and responsibilities.
Outcome	A minimum of five policies and procedures related to the expectations of roles and responsibilities will be revised and/or developed by the end of FY21.
Outcome Indicator	A minimum of five policies and procedures related to the expectations of roles and responsibilities will be revised and/or developed by the end of FY21 as evidenced by the compared changes in policy.

Housing:

Housing Initiative #1	Professional Development
Need Statement	Staffs need to possess the level of education and training required to provide high-quality customer service.
Level of Need	Agency
Goal	Develop a robust Professional Development Plan for staff and implement it to train staff to deliver better customer service.
Outcome	A 2% increase in the quality of customer service by the end of FY 21.
Outcome Indicator	A 2% increase in the quality of customer service by the end of FY 2 as evidenced by the agency's Customer Satisfaction Surveys which are delivered two times annually by the Quality Improvement Department. Results from the Customer Satisfaction Surveys prior to training will be compared to those gathered post training to determine if there was a 2% increase in customer satisfaction.

Housing Initiative #2	Staffing Patterns
Need Statement	Staffs need a staffing pattern that allows them to perform all aspects of the program accurately and timely.
Level of Need	Agency
Goal	Develop and implement a staffing pattern that satisfies the staff's ability to complete their work accurately and timely.
Outcome	A 5% decrease in QI findings for inaccurate work and a 5% decrease in QI findings for untimely work by the end of FY 21.
Outcome Indicator	A 5% decrease in QI findings for inaccurate work and a 5% decrease in QI finding for untimely work by the end of FY 21 as evidenced by the QI Reviews which are performed every six weeks.

Housing Initiative #3	System Efficiencies
Need Statement	Staffs need an office layout that aids in the reduction of staff stress.
Level of Need	Agency
Goal	Develop an office layout that reduces the amount staff stress.
Outcome	2 of 8 Housing Staff will have a five point or higher stress level reduction by the end of FY 21.
Outcome Indicator	A five point stress level reduction by the end of FY 21 as evidenced by scores on the Perceived Stress Scale. Results from the Perceived Stress Scale prior to the change in office layout will be compared to those results gathered post-change.

Weatherization:

Weatherization Initiative #1	Outreach
Need Statement	Customers need to be provided with energy wise education.
Level of Need	Family
Goal	The Weatherization Department will create and deliver energy wise education to its customers.
Outcome	100% of Weatherization's customers will receive energy wise education by the end of FY21.
Outcome Indicator	100% of Weatherization's customers' files for FY21 will contain documentation of receipt of education. (Note, this outcome indicator will be changed to whatever year the education is created and delivered. For example, if the education is created and delivered in FY19, then 100% FY19 client files will contain documentation.)

Weatherization Initiative #2	Customer Experience
Need Statement	Weatherization customers need to be invited to be involved in the weatherization process.
Level of Need	Family
Goal	Weatherization staff will invite customers to be involved in the weatherization process on every audit.
Outcome	Weatherization's service delivery method will be updated to include the invitation of the customer to be involved in the weatherization process by the end of FY21.
Outcome Indicator	Weatherization will create a policy and procedure to include the customer invitation to be involved in the process by the end of FY21.

Weatherization Initiative #3	Professional Development
Need Statement	Weatherization staffs need to implement the rules and regulations of the Weatherization program.
Level of Need	Agency
Goal	Weatherization staff will follow all Weatherization standards at all times.
Outcome	Weatherization staff will follow 100% of Weatherization standards at all times by the end of FY21.
Outcome Indicator	The Weatherization department will have 0 findings on a Weatherization Technical Monitoring Review by the end of FY 21.

Community Services:

Community Services Initiative #1	Staff Development
Need Statement	Staff needs Case Management training. (Key areas for growth: recruitment, goal setting, and boundary setting.)
Level of Need	Agency
Goal	Develop a robust Professional Development Plan for staff and use it to train staff so that staff gain the skills needed to provide case management.
Outcome	A 10% increase in client outcomes by the end of FY21.
Outcome Indicator	A 10% increase in client outcomes by the end of FY21 as evidenced by client data tracked in the program's MIS and on the program's Scorecard.

Community Services Initiative #2	System Efficiency
Need Statement	Program Policies and Procedures need to be developed/updated.
Level of Need	Agency
Goal	Ensure a Policy and Procedure is developed for each of the program's standards, and all of the program's services/projects.
Outcome	100% of all program standards and program services/projects will have a Policy and Procedure developed/updated by the end of FY21.
Outcome Indicator	100% of all program standards and program services/projects will have a Policy and Procedure developed/updated by the end of FY21 as evidenced by a cross-reference between policies and procedures created/updated compared to program standards and services/projects.

Community Services Initiative #3	Outcome/Measurements
Need Statement	Programs/Projects need measurement tools to determine outcomes and program's efficiency/usefulness.
Level of Need	Agency
Goal	Measurement tools will be developed and utilized for each program/project (such as pre-post-tests/evaluations)
Outcome	Measurement tools will be developed and implemented for 100% all programs/services by the end of FY21.
Outcome Indicator	Measurement tools will be developed and implemented for 100% all programs/services by the end of FY21 as evidenced by outcome data tracked on the program's Scorecard for each program/service.

LIHEAP:

LIHEAP Initiative #1	Outreach
Need Statement	Potential program participants need to be aware of the program.
Level of Need	Family
Goal	Schedule staff to provide awareness about program to all JFCAC program staff and participants and the community at-large.
Outcome	A 5% increase in the number of persons applying for LIHEAP by the end of FY21.
Outcome Indicator	A 5% increase in the number of persons applying for LIHEAP by the end of FY21 as evidenced by an increased amount of applications before and after the outreach is implemented.

LIHEAP Initiative #2	Staff Development
Need Statement	Staffs need training on how to correctly process program applications.
Level of Need	Agency
Goal	Develop a Professional Development Plan for staff and implement it to train staff on how to correctly process program applications so that there are fewer discrepancies.
Outcome	A 5% decrease in program discrepancies by the end of FY21.
Outcome Indicator	A 5% decrease in program discrepancies by the end of FY21 as evidenced by data collected from Quality Improvement Monitoring and State Required Desktop Monitoring.

LIHEAP Initiative #3	System Efficiencies
Need Statement	Program Policies and Procedures need to be developed/updated.
Level of Need	Agency
Goal	Ensure a Policy and Procedure is developed for each of the program's standards, and all of the program's services/projects.
Outcome	100% of all program standards and program services/projects will have a Policy and Procedure developed/updated by the end of FY21.
Outcome Indicator	100% of all program standards and program services/projects will have a Policy and Procedure developed/updated by the end of FY21 as evidenced by a cross-reference between policies and procedures created/updated compared to program standards and services/projects.

Finance:

Finance Initiative #1	Customer Experience
Need Statement	Program Directors (i.e., Finance's 'customers') need to be able to read and understand their financial statements.
Level of Need	Agency
Goal	Update the financial statements to be simpler to read and understand.
Outcome	3 of the 5 Program Directors will report being able to read and understand the updated financial statements by the end of FY21.
Outcome Indicator	3 of the 5 Program Directors will report being able to read and understand the updated financial statements by the end of FY21 as evidenced by a report to the agency's CFO.

Finance Initiative #2	Professional Development
Need Statement	Program Directors need professional development in order to understand their financials, budgets, and other financial topics.
Level of Need	Agency
Goal	Develop and deliver a Professional Development plan that allows Program Directors to understand their financials, budgets, and other financial topics.
Outcome	3 out of 5 Program Directors will increase their ability to understand financials, budgets, and other financial topics by the end of FY21.
Outcome Indicator	3 out of 5 Program Directors will increase their ability to understand financials, budgets, and other financial topics by the end of FY21 as evidenced by a report to the agency's CFO.

Finance Initiative #3	Program Efficiency
Need Statement	The Staff Accountants need training on ways to improve efficiency so that additional duties can be assigned.
Level of Need	Agency
Goal	Provide training to staff accountants on more efficient procedures so that additional duties can be assigned.
Outcome	100% of Staff Accountant's efficiency will be improved so that additional duties can be assigned by the end of FY21.
Outcome Indicator	100% of Staff Accountant's efficiency will be improved so that additional duties can be assigned by the end of FY21 as evidenced by the assignment of additional duties.

Human Resources:

Human Resources Initiative #1	Outreach (Inner-Agency Education)
Need Statement	Staffs need access to an updated Staff Handbook and an updated New Hire Orientation.
Level of Need	Agency
Goal	Create an updated Staff Handbook and New Hire Orientation.
Outcome	100% of the Staff Handbook and 100% of the New Hire Orientation will be updated by the end of FY21.
Outcome Indicator	100% of the Staff Handbook and 100% of the New Hire Orientation will be updated by the end of FY21, as evidenced by an updated Board approved Staff Handbook and an updated New Hire Orientation approved by the agency's CAO.

Human Resources Initiative #2	System Efficiency
Need Statement	Human Resources need a better Human Resource Information System (HRIS).
Level of Need	Agency
Goal	Research, select, and implement a new and better HRIS.
Outcome	A new HRIS will be implemented by the end of FY21.
Outcome Indicator	A new HRIS will be implemented by the end of FY21 as evidenced by the use of new system.

Human Resources Initiative #3	Customer Experience (i.e., Agency Staff)
Need Statement	Benefit information needs to be able to be accessed by staff via the agency's HUB.
Level of Need	Agency
Goal	Place Benefit information on the HUB.
Outcome	100% of appropriate Benefit information will be placed on the HUB so that staff can access it by the end of FY21.
Outcome Indicator	100% of appropriate Benefit information will be placed on the HUB so that staff can access it by the end of FY21 as evidenced by the information being located on the HUB.

Quality Improvement:

Quality Improvement Initiative #1	Communication
Need Statement	The QI Department needs communication from the agency's departments in a timely manner.
Level of Need	Agency
Goal	Increase the effectiveness of two-way communication between the agency's departments to the QI department.
Outcome	Information requested from the agency's departments by the QI department will be received in a timely manner 80% of the time for six consecutive months by the end of FY21.
Outcome Indicator	Evidence tracked on the Department's Action Plans that communication was received timely 80% of the time for six consecutive months.

Quality Improvement Initiative #2	IT Issues
Need Statement	The QI Department needs electronically created/updated tools in order to complete the monitoring process.
Level of Need	Agency
Goal	Increase the ability to use electronically created tools at the time of a scheduled monitoring visit.
Outcome	Electronically created QI tools will be used at 100% of scheduled monitoring visits during one entire agency fiscal year.
Outcome Indicator	Evidence in the QI database that the electronic tool was used at 100% of the scheduled monitoring visits during one entire agency fiscal year.

Quality Improvement Initiative #3	Building Issues
Need Statement	There needs to be more privacy in the QI department's workspace.
Level of Need	Agency
Goal	Decrease the amount of customer foot traffic in the QI department's workspace.
Outcome	Customer foot traffic in the QI department's workspace will be 0 by the end of FY 21.
Outcome Indicator	QI staff will report that the customer foot traffic is 0 by the end of FY 21. This outcome can be met if foot traffic of 0 is reported before the end of FY21.

WIC:

WIC Initiative #1	Outreach
Need Statement	WIC needs a yearly updated outreach plan that addresses potential needs of the Jefferson County WIC population, and includes plans for active outreach to and referrals from community organizations in order to increase caseload numbers.
Level of Need	Agency
Goal	Develop and implement an outreach plan that increases WIC caseload.
Outcome	A 7% increase over FY19 WIC initial contract caseload by the end of FY21.
Outcome Indicator	A 7% increase over FY19 WIC initial contract caseload by the end of FY21 as evidenced by the compared FY19 initial contract caseload to FY21 caseload.

WIC Initiative #2	System Efficiency
Need Statement	All local JFCAC and WIC policies need to be reviewed to ensure they align with the Missouri State WIC Operations Manual (WOM).
Level of Need	Agency
Goal	All local JFCAC and WIC policies will align with the Missouri State WOM.
Outcome	100% of local JFCAC and WIC policies will be reviewed and updated as needed to ensure they align with Missouri State WOM by the end of FY21.
Outcome Indicator	100% of local JFCAC and WIC policies will be reviewed and updated as needed to ensure they align with Missouri State WOM by the end of FY21 as evidenced by an updated JFCAC and WIC Policy Manual that aligns with the Missouri State WOM.

WIC Initiative #3	Professional Development
Need Statement	WIC staffs need ongoing professional development training related to staff specific credentials, interpersonal communication, time management, and customer service.
Level of Need	Agency
Goal	Develop a robust Professional Development Plan that includes all necessary training to meet training needs and implement it.
Outcome	100% WIC staff will receive 100% of needed training by the end of FY21.
Outcome Indicator	100% WIC staff will receive 100% of needed training by the end of FY21 as evidenced by WIC training records compared to the developed professional development plan.

Community and Family Level Initiatives

Following are the Initiatives, Need Statements, Level of Need, Goals, Outcomes, and Outcome Indicators for the following ten priorities identified in the Community Needs Assessment: Women's Health, Parent Programs, Homeless Shelter, Homeless Youth Program, After/Summer School Program, Mental Health Services, Housing Expansion, Entrepreneurial Opportunities, Education/Training Center, and Transportation.

Women's Health

Initiative	Project Development
Need Statement	Research is needed to develop a business proposal to address women's health needs in JFCAC's community.
Level of Need	Family Level Need
Goal	Research will be compiled, analyzed, and used to develop a business proposal.
Outcome	A business proposal will be drafted and submitted to the Executive Team for approval by the end of FY21.
Outcome Indicator	Review of the business proposal by the Executive Team will be documented noting suggested revisions or approval by the end of FY21.

Parent Programs

Initiative	Project Development
Need Statement	Research is needed to develop a business proposal to address the needs of parents in JFCAC's community.
Level of Need	Family Level Need
Goal	Research will be compiled, analyzed, and used to develop a business proposal.
Outcome	A business proposal will be drafted and submitted to the Executive Team for approval by the end of FY21.
Outcome Indicator	Review of the business proposal by the Executive Team will be documented noting suggested revisions or approval by the end of FY21.

Homeless Shelter

Initiative	Project Development
Need Statement	Research is needed to develop a business proposal to address homeless needs in JFCAC's community.
Level of Need	Family Level Need
Goal	Research will be compiled, analyzed, and used to develop a business proposal.
Outcome	A business proposal will be drafted and submitted to the Executive Team for approval by the end of FY21.
Outcome Indicator	Review of the business proposal by the Executive Team will be documented noting suggested revisions or approval by the end of FY21.

Homeless Youth Program

Initiative	Project Development
Need Statement	Homeless teens need access to resources and supportive services during the summer months.
Level of Need	Family Level Need
Goal	Develop case management services for homeless youth to ensure continuity of care during summer break.
Outcome	10 homeless teens referred by school faculty will enroll in summer case management services by the end of FY21.
Outcome Indicator	10 homeless teens referred by school faculty will enroll in summer case management services by the end of FY21, as evidenced by client data tracked in the program's MIS system.

After/Summer School Program

Initiative	Community Outreach
Need Statement	An afterschool and summer care partnership plan needs to be developed.
Level of Need	Community Level Need
Goal	Write an after school and summer care partnership plan to submit to the Executive Team for approval.
Outcome	An after school and summer care partnership plan will be submitted to the Executive Team for approval.
Outcome Indicator	Review of the after school and summer care partnership plan by the Executive Team will be documented noting suggested revisions or approval by the end of FY21.

Mental Health Services

Initiative	Project Development
Need Statement	Research is needed to develop a business proposal to build a family mental health clinic that is trauma sensitive.
Level of Need	Family Level Need
Goal	Research will be compiled, analyzed, and used to develop a business proposal.
Outcome	A business proposal will be drafted and submitted to the Executive Team for approval by the end of FY21.
Outcome Indicator	Review of the business proposal by the Executive Team will be documented noting suggested revisions or approval by the end of FY21.

Housing Expansion

Initiative	Agency Capacity Building
Need Statement	Research is needed to determine how to become a Community Housing Development Organization (CHDO).
Level of Need	Agency Capacity Building
Goal	Research will be compiled, analyzed, and used to develop a work plan outlining steps to obtaining a CHDO designation
Outcome	A CHDO work plan will be drafted and submitted to the Executive Team for approval.
Outcome Indicator	Review of the CHDO work plan by the Executive Team will be documented noting suggested revisions or approval by the end of FY21.

Entrepreneurial Opportunities

Initiative	Project Development
Need Statement	Research is needed to develop a business proposal to address the nutrition needs of low-income individuals that is entrepreneurial in nature.
Level of Need	Community Level Need
Goal	Research will be compiled, analyzed, and used to develop a business proposal
Outcome	A business proposal will be drafted and submitted to the Executive Team for approval by the end of FY21.
Outcome Indicator	Review of the business proposal by the Executive Team will be documented noting suggested revisions or approval by the end of FY21.

Education/Training Center

Initiative	Community Outreach
Need Statement	Community Partnerships need to be developed in order for low-income individuals to increase access to adult continuing education programs and post-secondary education opportunities
Level of Need	Community Level Need
Goal	Develop a continuing education community partnership plan to present to the CIO for approval by the end of FY21.
Outcome	A continuing education community partnership plan will be drafted and submitted to the Executive team by the end of FY21.
Outcome Indicator	Review of the continuing education community partnership plan by the Executive Team will be documented noting suggested revisions or approval by the end of FY21

Transportation

Initiative	Project Development
Need Statement	Research is needed to develop a business proposal to address transportation needs of low-income individuals in JFCAC's service area
Level of Need	Community Level Need
Goal	Research will be compiled, analyzed, and used to develop a business proposal
Outcome	A business proposal will be drafted and submitted to the Executive Team for approval.
Outcome Indicator	Review of the business proposal by the Executive Team will be documented noting suggested revisions or approval by the end of FY21.

Agency Capacity Building Initiatives

Following are the Initiatives, Need Statements, Goals, Outcomes, and Outcome Indicators for Jefferson Franklin Community Action Corporation (JFCAC), as an agency.

JFCAC Initiative #1	Increase Unrestricted Dollars
Need Statement	The agency needs an increase in unrestricted dollars in order support the agency as a whole, including but not limited to, each of the agency's programs either directly or indirectly, and the implementation of this Strategic Plan.
Level of Need	Agency
Goal	Develop and implement fundraising and donations initiatives.
Outcome	Increase unrestricted dollars to $15,000 in FY19, and a 40% increase in both FY20 and FY21.
Outcome Indicator	Increased unrestricted dollars to $15,000 in FY19, and a 40% increase in both FY20 and FY21 as evidenced by comparing financial statements.

JFCAC Initiative #1, cont'd	Increase Unrestricted Dollars
Need Statement	The agency needs an increase in unrestricted dollars in order support the agency as a whole, including but not limited to, each of the agency's programs either directly or indirectly, and the implementation of this Strategic Plan.
Level of Need	Agency
Goal	Develop and implement Social Enterprise initiatives through the creation of LLCs (Limited Liability Corporations) that sit in the agency's C-Corporation.
Outcome	The development and execution of one LLC by the end of FY19 and one by the end of FY21.
Outcome Indicator	The development and execution of one LLC by the end of FY19 and one by the end of FY21 as evidenced by Articles of Organization.

JFCAC Initiative #1 Cont'd	Increase Unrestricted Dollars
Need Statement	The agency needs an increase in unrestricted dollars in order support the agency as a whole, including but not limited to, each of the agency's programs either directly or indirectly, and the implementation of this Strategic Plan.
Level of Need	Agency
Goal	Bill Missouri Medicaid and managed care entities for billable services rendered by JFCAC programs and staff.
Outcome	Identify and become a Medicaid Billable Provider for program services by the end of FY21.
Outcome Indicator	Becoming a Medicaid Billable Provider for program services by the end of FY21 as evidenced by Medicaid/Managed Care contracts.

JFCAC Initiative #2	System Efficiency
Need Statement	The agency needs to strengthen and improve its internal agency systems.
Level of Need	Agency
Goal	Strengthen the agency's systems by participating in the Community Action Partnership's organizational capacity initiative entitled Pathways to Excellence.
Outcome	Participate in Pathways to Excellence and strengthen agency systems by the end of FY21.
Outcome Indicator	Strengthened and improved internal agency systems as evidenced by the agency's outcome on pre/post Pathways to Excellence's Self-Study tool.

JFCAC Initiative #2 Cont'd	System Efficiency
Need Statement	The agency needs to strengthen and improve its internal agency systems.
Level of Need	Agency
Goal	Strengthen the agency's systems by completing a formal evaluation of the organization against the accepted standards of Council on Accreditation (COA).
Outcome	Apply for COA accreditation by the end of FY21.
Outcome Indicator	Strengthened and improved internal agency systems as evidenced by the award of COA accreditation by the end of FY21.

Strategic Planning Implementation

The Planning Committee, which is comprised of the agency's Chief Innovation Officer, Community Service's Director, and Community Services' Project Development Coordinator, has been tasked with overseeing the implementation of the strategic plan; this team will have the internal responsibility of the plan's implementation. This plan is supported by the agency's Executive Leadership team, which has the responsibility for the internal oversight of this plan.

The Strategic Plan is considered a *"living document."* Instead of "setting upon a shelf gathering dust," JFCAC's Planning Committee intends for the Strategic Plan to be used as a tool to empower agency staff in their work.

The original data collected to form each strategic initiative (i.e., the Program SWOT analyses, the Community Needs Assessment, stakeholder data, and QI data) will continue to be referenced throughout the planning and implementation process, and will serve as a guide for developing action steps associated with each Initiative.

As explained in the "Strategic Plan Areas" section of this document, this plan includes three distinct sections: Agency Capacity Building Initiatives, Program Capacity Building Initiatives, and Community and Family Level Initiatives.

Following is the implementation plan for these three plan areas.

Agency Capacity Building Initiatives

To implement the Agency Capacity Building Initiatives outlined in this plan, the Planning Committee will meet quarterly with the agency's Executive Team for progress meetings.

The Planning Committee will provide guidance and assist with trouble shooting and the Executive Team will report progress. In between the quarterly meetings, the Executive Team, with the lead being the agency's CEO, will be responsible for organizing program staff, facilitating the outline of action steps, utilize the locally designed Logic Model, and assigning tasks toward the attainment of the initiatives/goals.

Program Capacity Building Initiatives

To implement the Program Capacity Building Initiatives outlined in this plan, the Planning Committee will meet quarterly with the Program Director (and whomever the Program Director deems appropriate) and the agency's Chief Program Officer (who supervises all Program Directors) for progress meetings.

The Planning Committee will provide guidance and assist with trouble shooting and the Program Director will report progress. In between the quarterly meetings, the Program Director will be responsible for organizing program staff, facilitating the outline of action steps, utilize the locally designed Logic Model, and assigning tasks toward the attainment of the initiatives/goals.

Community and Family Level Initiatives

JFCAC values the input of all staff in the agency. Because of this value, the agency created "workgroups" to help implement the Community and Family Initiatives outlined in this plan.

One workgroup has been created for each of the ten Community and Family Level Initiatives, and agency staff members were invited to join a group of their choosing. One Facilitator has been designated as the "lead" contact for the group, and this Facilitator is responsible for organizing the group, facilitating the outline of action steps, utilizing the locally designed Logic Model, and assigning tasks toward the attainment of initiatives/goals. The Facilitator of the group will meet with the members of the Planning Committee on a bi-monthly basis for progress meetings, which will include guidance and troubleshooting, and to report progress.

Locally Designed Logic Model

Logic Models are a tool that can be used to help conceptualize change efforts. Because of this, they are often employed during planning and implementation.

Throughout the implementation of this strategic plan, both plan groups, Community and Family Level Initiatives and Agency Capacity Building Initiatives, will utilize a locally designed logic model.

See below for the model intended to be used:

Need Statement	Supporting Data	Level of Need	Relation to Mission, Vision, & Values	Objective	Quantified Change Desired	Strategy	Benchmark	Measurement Tool	Action Steps (Who? What? When? What resources?)

<u>Monitoring Plan</u>

All notes related to the progress on any initiative will be housed in a locally designed database that interfaces with both the agency's HUB (i.e., intranet) and the agency's website.

The database will be used as a tool for monitoring implementation progress. Following each progress meeting, the Chief Innovation Officer will be responsible for documenting notes from each progress meeting in this system.

Please visit http://www.jfcac.org/StrategicPlan.html for up-to-date information on each of the initiatives outlined in this plan.

<u>Live-Time Updates</u>

In relation to the Program Capacity Building Initiatives, it must be noted that numerous initiatives that were identified during the program SWOTs were immediately implemented in the program; these initiatives were not included in this plan. The Program Directors found these initiatives to be of such importance, that process improvements were immediately implemented.

Reporting

It is important that both the content and the progress of this plan is effectively communicated to agency staff, the Board of Directors, the community at-large, and any other stakeholder of the agency.

<u>Tools for Reporting</u>

As previously stated in the "Strategic Planning Implementation" section, a locally designed tracking database that interfaces with both the agency's HUB (i.e., intranet) and the agency's website will be utilized to house all information related to the implementation of initiatives outlined in this plan, including the agency's program's goals. This database will contain the most up-to-date information regarding this Plan and the agency's program's goals and can be accessed at http://www.jfcac.org/StrategicPlan.html.

As stated in the "Purpose and Background" section of this plan, it is the intent of the Planning Committee that Program Directors and agency grant writers will utilize the data/information in both the CNA and this Strategic Plan when developing grant applications and program goals. Thus, information on the most up-to-date program goals can be accessed with the most up-to-date information on this Plan.

To ensure this Strategic Plan remains a "living document," and also to keep all stakeholders abreast of the agency's progress updates, the Planning Committee intends to use this database, and its ability to interface with the agency's website and intranet, as the primary reporting/communication tool. Agency staff, the Board of Directors, and the community at-large can access plan updates in live time.

Further, progress on the plan's implementation and each of the agency's program's goals may be included on program/agency Scorecards, as deemed appropriate.

This plan may be printed and disseminated, as deemed appropriate.

<u>Board of Directors</u>

In addition to the Board of Directors having access to progress updates via the aforementioned reporting tool, the Planning Committee also intends for progress updates to be provided at each bi-monthly Board meeting in the form of a report. This report will be created, submitted, and presented by the agency's Chief Innovation Officer.

This additional communication measure will best allow the Board to provide the strategic guidance and external oversight that is required on the plan's implementation. Additionally, the Planning and Evaluation Committee of the Board will be engaged, as appropriate, for reporting and oversight.

Evaluation

Evaluation is a key function in the strategic planning process that must be implemented for any strategic plan to be successful.

Annual Evaluation

The Planning Committee intends to evaluate the effectiveness of the implementation of this plan on an annual basis, anticipated in the month of May. This evaluation will include a review of the progress made towards the plan's goals, discussing why the agency has or has not met each one, and the reasons for the resulting outcome. Included in this evaluation is an assessment of the continued relevance, feasibility and/or sustainability of an initiative. This evaluation may unveil weaknesses with the original overall process and/or the plan and may require corrections to be made, including the termination of specific initiatives.

Annual Board Update

Updates on this plan will be provided to the Board of Directors at each of the bi-monthly Board meetings in the form of a report. This report will be created, submitted and presented to the Board by the agency's Chief Innovation Officer.

On an annual basis, in September, the Planning Committee will present to the Board of Directors an annual update on the plan; this update will include the corrections or changes that were required as a results of the annual evaluation. As a part of this report, the Planning Committee will also report the outcome/results of the annual evaluation of the plan.

Changes

As this plan is intended to be a used document, the likeness of changes being needed is high. In order for this plan to help guide agency change, the plan must be relevant and current.

Any changes will be implemented in live-time, and noted in the annual review. Such changes and updates will be reported in the database.