



Empowering People, Enriching Communities

Ozarks Area Community Action Corporation Strategic Plan

Effective 10/1/2021 – 9/30/2024

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Agency Information

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Mission

The mission of Ozarks Area Community Action Corporation is to create lasting solutions to poverty for families and communities within Southwest Missouri.

Vision

OACAC envisions people living an optimal, empowered life, free from poverty.

Values

Diversity

Inclusion

Equity

Collaboration

Dignity

Confidentiality

Agency History

Created in 1964 to combat poverty, Community Action Agencies address multiple needs through a comprehensive approach, develop partnerships with community organizations, involve low-income people in agency operations, and administer a range of coordinated programs designed to have a measurable impact on poverty.

In 1965, OACAC was organized as a non-profit agency designed to work toward alleviating the causes and conditions of poverty in Southwest Missouri. We serve the counties of Barry, Christian, Dade, Dallas, Greene, Lawrence, Polk, Stone, Taney, and Webster. Throughout the years, programs have been implemented to focus on new issues, modified to meet the changing needs of the community, and have been spun off to other agencies to serve the Ozarks more effectively and efficiently.

Board of Directors

As of September 2021

Barry County

Daliah Bradley (PO)
Allene Patterson (IG)
Laura Cochran (LI)

Christian

Lynn Morris (PO)
Katrina Green (IG)
Shelly Treece (LI)

Dade

Randy Daniel (PO)
Scott Houston (IG)
Sally Wooldridge (LI)

Dallas

Roger Bradley (PO)
Sherry Bennett (IG)
Brenda Howe (LI)

Greene

Dave O'Dell (PO)
Timothy Prater (IG)
Paula McCurdy (LI)

Lawrence

Bob Senninger (PO)
Ryan Ricketts (IG)
Karen Simmons (LI)

Polk

Carol Poindexter (PO)
Ted Zeugin (IG)
Danny Morrison (LI)

Stone

Denise Dickens (PO)
Cy Bortner (IG)
Monica Mueller (LI)

Taney

Mike Scofield (PO)
Bradley Herschend (IG)
Jean Mueller (LI)

Webster

Jeannie Moreno (PO)
Michael Frazier (IG)
Becky Whiteford (LI)

Strategic Planning Purpose

Background

The Strategic Plan is the framework that will guide OACAC's actions and programs. An effective Strategic Plan will be developed along the results of the recent Community Needs Assessment (CNA) that OACAC completed in 2020. This will allow for the identification of the Strategic Plan's goals and objectives. The results of the CNA inform where the agency wants to go, so plans can be made to get there. The Strategic Plan will act as a road map to guide the agency towards various objectives in reaching ultimate goals. If Strategic Planning is the map, then agency programs, services, and activities is the road that OACAC must walk. One must follow the other.

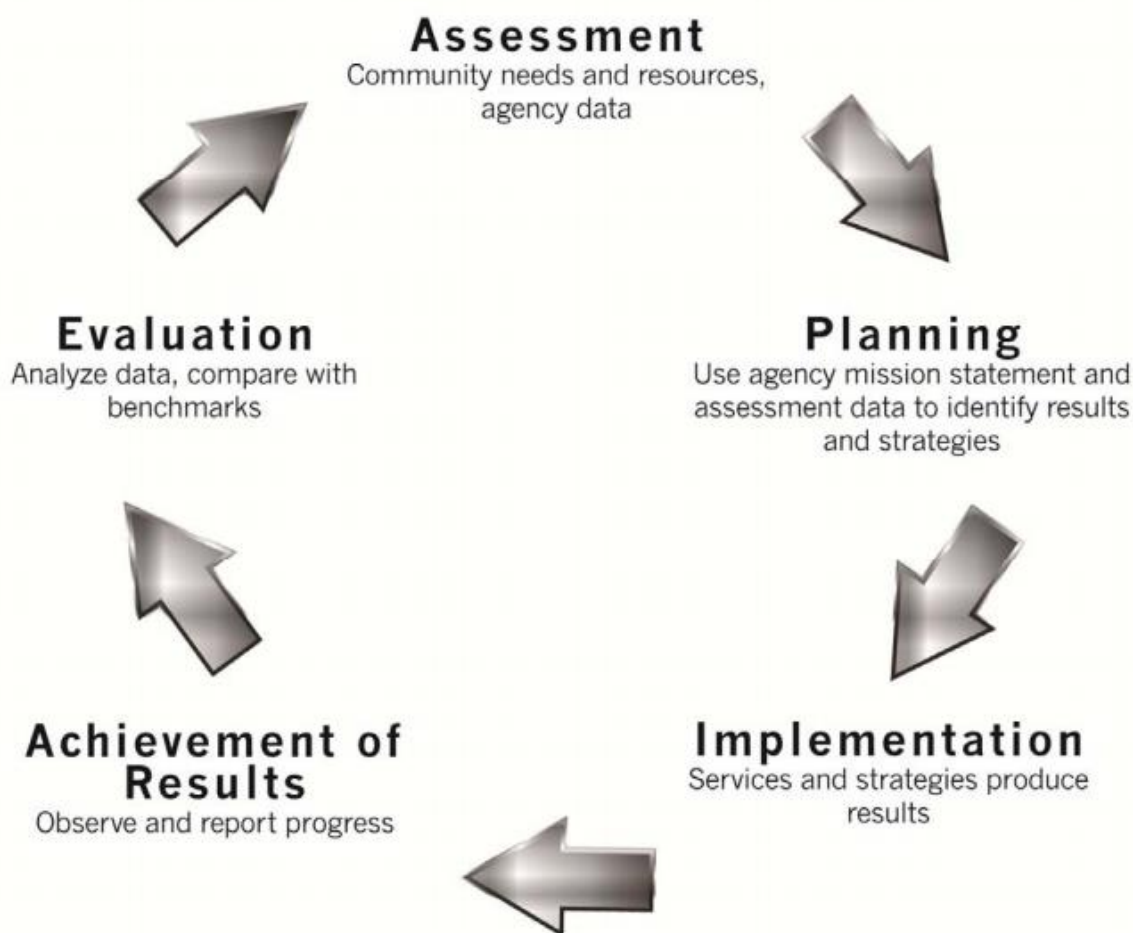
OACAC will complete a Strategic Plan every three years as it is a requirement of Community Action Agencies under the Community Service Block Grant (CSBG) and is defined within the CSBG Organizational Standards (OS).

This Strategic Plan was written by OACAC CSBG staff with support from Board Members, community members, clients, and OACAC program staff from the other agency programs.

ROMA

Results Oriented Management and Accountability (ROMA) is a complete management and accountability process that is focused on the results achieved as a result of the agency's activities. ROMA is used exclusively within Community Action Agencies. In the 1998 CSBG Act, ROMA was defined as, "A sound management practice that incorporates the use of outcome results into the administration, management, and operation of Community Action Agencies." ROMA includes an accountability cycle:

The Results Oriented Management and Accountability Cycle



The ROMA Cycle graphic was developed by the National Peer to Peer (NPTP) ROMA Training Project, based on guidance regarding Core Activities for States and CSBG Eligible Entities provided by OCS Information Memo 49. From Planning for Results © 2006, J. Jakopic and B. Mooney, Community Action Association of PA. Curriculum developed with funding from the US Department of Health and Human Services – Office of Community. Use is permitted with this footer. All other rights reserved.

The Strategic Plan falls under the “Planning” stage of the ROMA Cycle. You will see in the previous graphic that the planning stage is to come after the completion of the “Assessment” stage of the cycle. OACAC completed the most recent Community Needs Assessment in 2020. The OACAC Community Needs Assessment and COVID-19 Supplemental Assessment include data collected from the community and draws conclusions about the communities’ resources and needs.

OACAC Community Needs Assessment

A copy of the assessment used to inform and guide the Strategic Plan can be found at:

<https://oac.ac/wp-content/uploads/2020/06/community-needs-assessment-2020-corrected.pdf>

Strategic Plan Details

The Strategic Plan is a document that is used to communicate what the organization’s goals are and what actions need to take place to meet those goals. It is used to set priorities, focus resources, ensure that the agency is working toward common goals, and to strengthen operations of the agency. OACAC will use the Strategic Plan as well as the findings from the Community Needs Assessment to create the agency’s Community Action Plan as well as inform agency and program planning.

This Strategic Plan is a three-year plan spanning FFY22 – FFY24. The plan becomes effective on 10/1/2021 and ends on 9/30/2024. This plan was adopted by the OACAC Board of Directors on September 28, 2021 and is a plan designed for the OACAC service area, which includes the counties of Barry, Christian, Dade, Dallas, Greene, Lawrence, Polk, Stone, Taney, and Webster.

Strategic Plan Areas & Issues

OACAC's Strategic Planning Process incorporated a number of ways to gather data and input, as detailed in the Method(s) section of this report. This input and data was used to shape and determine strategic plan and issue areas that will be incorporated into agency work over the next three years.

You will note that the Plan & Issue Areas are divided in to sections to identify each item as a community, family, or agency level goal. This delineation is in accordance with the operating procedures defined by the Organizational Standards. According to the "Final Strategic Planning" document provided to Missouri Community Action Agencies by the State of Missouri further detail on the levels of goals can be detailed as below. According to the document, this information was obtained by La Piana Consulting as part of the strategy pyramid.

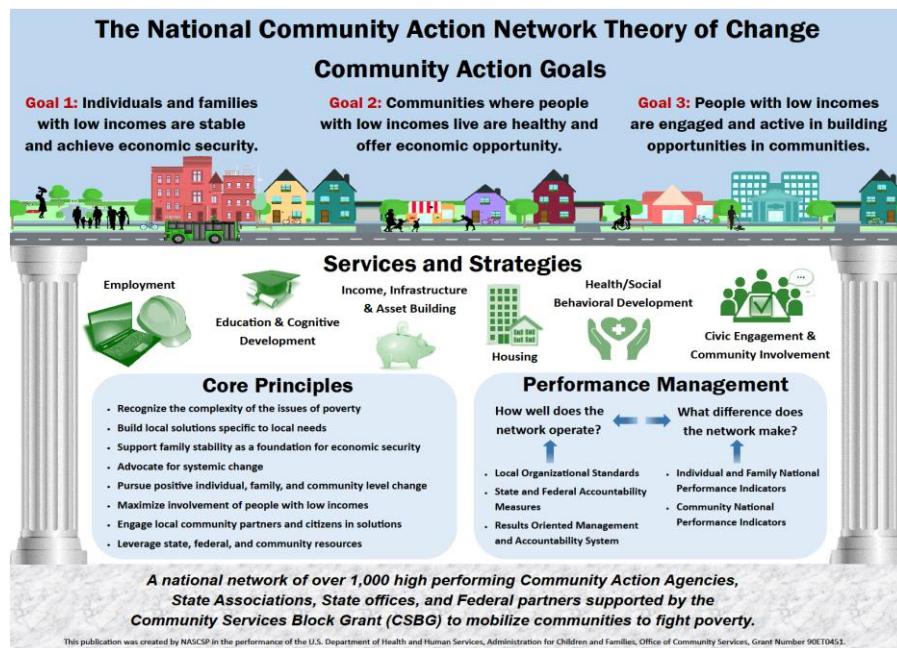
- **Community** levels goals are "Organizational-Determine mission, vision, trends, competitors, partners, and market position."
- **Family** level goals are "Programmatic-Decide on approaches and offer programs and activities to achieve specific outcomes related to the target audiences."
- **Agency** level goals are "Operational-Administer and oversee systems, policies, and personnel in areas such as finance, human resources, communications, and information technology."

The following Organizational Standards apply to the development and implementation of the Agency Strategic Plan.

1.1	Demonstration of low-income participation in CAAs activities.
1.2	Analyze information collected directly from low-income individuals as part of the community assessment.
1.3	A systematic approach for collecting, analyzing and reporting customer satisfaction data to the board.
4.1	Governing board has reviewed the organization's mission statement with the past 5 years and assured that it addresses 1) poverty and 2) the organization's programs and services are in alignment with the mission.
4.3	The entities' Strategic Plan document the continuous use of full ROMA cycle or comparable system and the organization documents having used the services of a ROMA certified trainer/implementer (or equivalent) to assist in implementation.
6.1	An agency-wide strategic plan in place approved by the governing/advisory body within the past 5 years.
6.2	Develop a strategic plan that addresses reduction of poverty, revitalization of low-income communities, and empowerment of people with low incomes to become more self-sufficient.

6.3	Strategic plan that contains family, agency, and community goals.
6.4	Customer satisfaction data and customer input collected through the Community Needs Assessment is included in the strategic planning process.
6.5	Governing board/advisory body receive an update(s) on meeting the goals of the strategic plan/comparable planning document within the past 12 months.
9.3	Present to the governing board/advisory body for review or action: analysis of agency outcomes, operational or strategic program adjustments, and improvements identified within the past 12 months.

Identifying goals at the community, family, and agency levels is also helpful when implementing NASCSP's Theory of change in the work being done at OACAC.



Each section detailing community, family, or agency goals will also detail subcategories for strategic issues. These categories cover:

- Emergency Preparedness and Response
- Successful Community Collaboration
- Funding Sustainability
- Community Awareness
- Program Quality and Effectiveness
- Workforce Development
- Quality Control
- Board Engagement
- Work Culture

Following the community, agency, and family level goals, you will note there is a timeline inserted into the report. This chronological and linear view of goals will provide an overview of how the agency will progress in goal attainment throughout the duration of this Strategic Plan.

Community Level Goals

Strategic Issue Area: Emergency Preparedness & Response

Area to Address	COVID Response
Level of Need	Community
What do we want to accomplish	Stay active in promoting safe practices - setting example for community Stay educated on current guidance
How will we get there	Explore Health Department partnerships for education Continue to share most up to date guidance
Outcome	Increased safety information and access.
Outcome Indicator	Copies of partnership agreements or documentation of communications with Health Departments and or/partners by September 30 th , 2022

Who: CSBG staff will lead development of partnerships. The Resource Development Manager will provide support in marketing and communications.

Strategic Issue Area: Successful Community Collaboration

Area to Address	Programs share community contacts
Level of Need	Community
What do we want to accomplish	Develop a way to share contacts/information across programs
How will we get there	TEAMS/MIS
Outcome	Increased access for agency wide access to community contact information
Outcome Indicator	Created TEAMS Channel by June 30 th , 2022

Who: OACAC Program Directors will develop and participate in these conversations.

Area to Address	Reaching outlying communities
Level of Need	Community
What do we want to accomplish	Meet needs of individuals in outlying communities of the service area
How will we get there	Involvement in festivals, outreach, etc in outlying communities Connect with faith-based communities in outlying areas Social media options for connection in outlying areas HS/CSBG County staff quarterly meeting CSBG staff at in-service for FG CSBG staff active in HS family nights

	Explore FRS offering onsite services at HS once per month Continue efforts to share information, resources, and best practices across Network
Outcome	Increased outreach and services offered to individuals in outlying communities.
Outcome Indicator	Copies of fliers, sign-in sheets, and communications regarding outreach to outlying communities by July 31 st , 2023

Who: OACAC Program Directors will communicate to and provide staff, as applicable and available for community events. The Resource Development Manager will assist in marketing and communications.

Area to Address	Partnership Opportunities
Level of Need	Community
What do we want to accomplish	Increased partnerships within the service area that address identified needs.
How will we get there	Review input received in Community Needs Assessment and determine who to partner with to address identified needs
Outcome	Increased Partnerships within the service area
Outcome Indicator	Copies of MOUs and/or Partnership Agreements by September 30 th , 2023.

Who: OACAC Program Directors will document and support one another in developing partnerships.

Strategic Issue Area: Funding Sustainability

Area to Address	Funding Opportunities
Level of Need	Community
What do we want to accomplish	Obtain additional funding sources
How will we get there	Sharing funding opportunities between Programs Research and apply for grants Explore forming a committee to develop an idea for a major annual fundraiser that brings attention to the organization and services Seek out private donor base
Outcome	Agency receives additional funding from outside sources
Outcome Indicator	Meeting minutes from fundraiser committee Copies of grant applications Communications sent to potential and current donors of the agency September 30 th , 2022

Who: The OACAC Board of Directors and the Resource Development Manager will work together in development and implementation of fundraising activities. OACAC Program Directors will provide support as appropriate within their department and with community partners.

Strategic Issue Area: Community Awareness

Area to Address	Agency Branding and Awareness
Level of Need	Community
What do we want to accomplish	Educate community about different programs OACAC has to offer
How will we get there	Multi-program participation in community events Explore creating an agency marketing budget Any way we can be better at self-promotion (SBJ activities, awards, etc)? Identify best ways to bring awareness in communities EX: Football Games Billboards Increased media relationships
Outcome	Increased involvement in community activities
Outcome Indicator	Copies of communications and fliers of events attended within the community July 31 st , 2022.

Who: The Resource Development Manager will lead marketing and communication activities.

Area to Address	Volunteer Donor Recognition
Level of Need	Community
What do we want to accomplish	Volunteers feel appreciated
How will we get there	Plan recognition events Ex: Agency-wide dinner event, honor employees as well
Outcome	Increased agency volunteer participation
Outcome Indicator	Increased volunteer hours donated on annual report by July 31 st , 2023

Who: The Resource Development Manager and Personnel Committee will work together to explore the ideas of a Board of Director's Fundraising Subcommittee and will develop the activities needed for volunteer donor recognition.

Family Level Goals

Strategic Issue Area: Program Quality and Effectiveness

Area to Address	The CSBG Program will have outcome-focused services.
Level of Need	Family
What do we want to accomplish	Continual training Continue to use ROMA cycle
How will we get there	A portion of each Leadership/FRS meeting will be devoted to the discussion of outcomes and the ROMA cycle including current year progression and future planning opportunities.
Outcome	CSBG staff will strengthen their ability to recognize, understand, and meet outcome objectives. Two additional staff ROMA certified
Outcome Indicator	CSBG Staff will implement these Agenda items by June 2022. Meeting minutes will document these efforts. Training certificates for ROMA-certified staff completed by the end of the Strategic Planning period.

Who: CSBG Staff will lead the attainment of this goal.

Area to Address	Passionate and client focused programs
Level of Need	Family
What do we want to accomplish	Explore ways to make processes even more efficient and streamlined for clients and staff
How will we get there	Creating and implementing digital services
Outcome	Fillable Program applications that can be electronically submitted Remote/digital Case Management and intake Each program needs to assess individual processes
Outcome Indicator	The CSBG program will implement remote/digital services, as detailed in the Program Manual, by 09.30.22. Other OACAC programs will assess processes to determine efficient and streamlined services by 09.30.23. Fillable program applications that can be implemented will be implemented by September 30, 2023.

WHO: CSBG staff will lead CSBG efforts. Other Program will determine staff that need to complete these tasks. IT will assist as needed.

Area to Address	Programs are proactive not reactive
Level of Need	Family
What do we want to accomplish	CSBG-Reassess services as clients seek/react to services CSBG-Share best practices for scheduling CSBG-All staff have working knowledge of C.N.A.
How will we get there	Section of each Leadership/FRS meeting where we discuss goals of being proactive/reactive
Outcome	Staff are proactive with the needs of the community and families served
Outcome Indicator	Agenda, Minutes, copies of developed action steps if applicable CSBG Staff will implement these Agenda items by June 30, 2022. Meeting minutes will document these efforts.

WHO: CSBG staff will lead the attainment of this goal.

Area to Address	Case Management
Level of Need	Family
What do we want to accomplish	Ongoing training for case management Develop a peer mentoring or other supportive process for case managers Develop best practices for recruitment Explore remote/digital option for case management Assess current paperwork and reporting requirement
How will we get there	CSBG Family Support Committee
Outcome	Strengthened Case Management services for families
Outcome Indicator	The CSBG Family Support Committee will be formed by March 31, 2022. The CSBG Family Support Committee will develop a list of action steps by September 30, 2022. CSBG will implement developed action steps by September 30, 2023.

WHO: Family Support Staff comprised of CSBG staff will lead the attainment of the goal.

Area to Address	New technologies
Level of Need	Family
What do we want to accomplish	Utilize document sharing, client portal, MIS Use technology to conduct intake through email or online forms with appropriate verification of identification
How will we get there	Explore automated phone system for checking status of applications Fillable Program applications that can be electronically submitted Remote/digital Case Management and intake Each program needs to assess individual processes
Outcome	Increased access to services for families
Outcome Indicator	The CSBG program will implement remote/digital services, as detailed in the Program Manual, by September 30, 2022. Findings of the exploration of automated phone system for checking status of application will be completed by September 30, 2023. Fillable program applications that can be implemented will be implemented by September 30, 2023.

Who: CSBG staff and IT staff will work together in attainment of this goal. Other Program Directors/staff will seek out the necessary support for achievement within their programs.

Strategic Issue Area: Community Awareness

Area to Address	Low-income stigma
Level of Need	Family
What do we want to accomplish	Increase education in the community about issues impacting low-income individuals and families
How will we get there	Advocate and educate Success Stories
Outcome	Increased community awareness of the plight facing low-income individuals
Outcome Indicator	Copies of marketing and educational materials presented to the public by September 30 th , 2024

Who: The Resource Development Manager will lead attainment of this goal.

Agency Level Goals

Strategic Issue Area: Workforce Development

Area to Address	Committed, passionate staff
Level of Need	Agency
What do we want to accomplish	Offer staff autonomy as allowed by funding source guidelines Encourage staff to share ideas and implement when appropriate Explore ways to offer staff recognition outside of salary increases
How will we get there	A staff satisfaction survey will be developed and implemented within the agency
Outcome	Survey information will gauge staff satisfaction with recognition, autonomy, and idea implementation to allow room for changes and adjustments which will result in a more committed and passionate staff
Outcome Indicator	Create and implement annual staff survey to be completed by September 30, 2022 for key personnel to review annually

Who: Board Personnel Committee will develop with staff assistance. Programs will implement.

Area to Address	Staff Turnover
Level of Need	Agency
What do we want to accomplish	Offer Higher Wages Look at ways to increase soft benefits Assess current benefits Develop cohesive and supportive work culture across departments including team building activities Evaluate staff levels Encourage healthy work-life balance Head Start Strategic Plan -recruit and retain qualified staff Morale-boosting seminars/trainings Robust Staff Exit Interviews to allow for useful information moving forward Budget review of Programs Explore combined staff resources between programs
How will we get there	Create internal personnel committee comprised of staff from each department by July 31, 2022. CSBG and Head Start have a series of meetings to discuss possibilities for partnering to see if there are possibilities for blended staff by September

	30, 2023.
Outcome	Lower staff turnover
Outcome Indicator	Decrease in percentage of staff turnover by end of strategic plan period.

Who: The internal personnel committee will be comprised of Program Staff across varying levels of responsibilities. Recommendations from the Internal Personnel Committee will be brought to the Executive Director for review. The Internal Personnel Committee and Executive Director will then bring recommendations to the Board Personnel Committee. CSBG and Head Start Leadership staff will be involved in the meetings

Area to Address	Lack of diversity in Staff
Level of Need	Agency
What do we want to accomplish	Strengthen relationships with advocacy organizations Expand recruiting outside of Hire Hive by reaching out to NAACP, Grupo Latinoamericano, etc for recruitment efforts to ensure diverse groups of potential applicants are aware of job openings
How will we get there	Review and develop any needed changes to the job ad form Find out contact information at local orgs
Outcome	More diversity in staffing
Outcome Indicator	Increase in agency diversity rates among staff by end of strategic planning period

Who: HR/Admin will review and revamp the job ad form and locate contact information at local organizations. Program Directors will develop a list of selected organizations to receive job postings.

Area to Address	Staff Orientation
Level of Need	Agency
What do we want to accomplish	Identify training weaknesses and improve agency-wide Orientation procedures Identified contacts within each program/department for training/orientation questions Add program outcomes/specifics to Orientation Explore onboarding processes/most effective/efficient means to equip new hires with agency-wide program information, resources, and specific program point of contact
How will we get there	Develop video with program and CAA information and resources

	Contact person list for each department
Outcome	Staff have more resources about how CAA operates/functions
Outcome Indicator	Staff video completed by goal implementation date of April 30, 2022. Resource sheet developed by goal implementation date of April 30, 2022. Contact List developed and implemented by April 30, 2022.

Who: The Resource Development Manager will create an Orientation video and gather extended learning resources. Program Directors will provide contact information for their program.

Area to Address	Staff Mental Health Support
Level of Need	Agency
What do we want to accomplish	Work to destigmatize mental health supports and generate buy in from staff Explore mental health personnel policies Partner with community mental health providers Encourage healthy work-life balance among staff
How will we get there	Adding program policy for mental health days to be recognized as Sick Leave Internal Staff Training
Outcome	Increased staff access to mental health support
Outcome Indicator	Updated Personnel Policies by end 09.30.2023. Training certificates for QPR for staff by September 30, 2022.

Who: ONE Initiative Committee, consisting of CSBG, Head Start, and Family Planning staff will implement training/agency support for mental health. The Board Personnel Committee will review/recommend suggestions for updated mental health policies with staff support.

Strategic Issue Area: Program Quality and Effectiveness

Area to Address	Poor Communication between programs
Level of Need	Agency
What do we want to accomplish	Cross-program committee to explore communication options (Admin, Fiscal, HAP, LIHEAP, FP, CSBG, Wx, HS, IT, FGP) Collaboration/Partnership among programs Internal agency newsletter from all programs
How will we get there	Agency-wide newsletter creation Microsoft TEAMS channel for whole agency
Outcome	Better Communication between programs
Outcome Indicator	Bi-monthly agency newsletter developed by January 31, 2022. Invitation sent to all programs for TEAMS Channel by December 31, 2021.

WHO: Resource Development Manager will create and distribute the agency-wide newsletter. CSBG staff will create the Microsoft TEAMS channel and invite Program staff for implementation.

Area to Address	Agency-wide participation in ROMA and MIS
Level of Need	Agency
What do we want to accomplish	Head Start Bridge – Begin using the MIS Bridge to import Head Start outcomes into MIS from Head Start ChildPlus software when Adsystech makes this available for use Explore and develop plans for other programs data entry into MIS, similar to the current partnership between Weatherization and CSBG, where demographic/outcome information are able to be input in MIS
How will we get there	Two additional staff ROMA certified Reach out to other CAAs to see how they manage whole agency buy-in with ROMA and MIS
Outcome	More accurate outcomes and demographics
Outcome Indicator	Training certificates for ROMA-certified staff completed by the end of the Strategic Planning period. Copies of minutes or communication with other CAAs documented by September 30, 2022.

Who: Adsystech is the lead agency on the Head Start Bridge. CSBG staff will continue to advocate for this tool. CSBG staff will be trained in ROMA and work with programs on implementation. CSBG staff will reach out to other Community Action Agencies to determine best practices.

Area to Address	Information Technology
Level of Need	Agency
What do we want to accomplish	Utilize digital tools and programs to ensure efficient and effective services
How will we get there	IT staff will develop an IT plan that meets the needs for all programs.
Outcome	Technology will assist staff in completing their work
Outcome Indicator	Developed IT Plan by September 30, 2022

WHO: The IT Director will lead the development and implementation of this plan. Program Directors and Administrative Staff will provide support and input as needed.

Strategic Issue Area: Quality Control

Area to Address	Customer Satisfaction Data
Level of Need	Agency
What do we want to accomplish	Agency-wide measures developed across

	programs
How will we get there	Create agency wide customer satisfaction survey Develop practices for delivery/implementation
Outcome	Better data to improve services/programs
Outcome Indicator	An agency-wide survey will be developed by July 2023. A survey will be implemented by December 31st, 2023.

WHO: OACAC Program Directors, the Resource Development Manager, and IT staff will work together in attainment of this goal.

Strategic Issue Area: Board Engagement

Area to Address	Lack of diversity on Board of Directors
Level of Need	Agency
What do we want to accomplish	Agency-wide recruitment efforts to ensure all programs have input Strengthen relationships with advocacy organizations Develop Board recruitment marketing materials Explore eligibility for public official so that public official representation may cover a wide range of public official positions Recruit new Board members with program expertise and passion Increase communication among Program Directors regarding Board openings
How will we get there	Increase communication among Program Directors and advocacy organizations regarding Board Openings via Agency TEAMS channel and/or email. Develop Board recruitment marketing materials Explore eligibility for public official so that public official representation may cover a wide range of public official positions
Outcome	Agency will have a diverse board representing all programs with program expertise and passion. While this Strategic Plan overlaps with the 21-23 and 23-25 terms, it is the expectation that these outcomes indicators will influence any openings that appear during these terms. Full use of the outcome indicators would not be available until the 25-27 term.
Outcome Indicator	Teams Channel or copies of communications regarding Board Openings by 09.30.2022.

	Completed Board recruitment marketing materials by 09.30.22. Personnel Committee Meeting Minutes of review of potential bylaws changes and/or copy of ED and Board of Directors approved bylaws changes by 09.30.2023.
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WHO: The Resource Development Manager and OACAC Program Directors will work collaboratively in attainment of this goal. The Personnel Committee of the Area Board will review potential bylaws changes.

Area to Address	Limited Board fundraising engagement
Level of Need	Agency
What do we want to accomplish	Explore Board engagement being addressed in bylaws Can we harness the energy they have at the local level into something we can use at the agency-level? Explore with Board of Directors the development of a fundraising committee to help facilitate and participate in agency-wide fundraising efforts Recruit new Board members with program expertise and passion Explore/Discuss the possibility of term limits
How will we get there	Board of Directors and Personnel Committee will explore creation of Board Fundraising Committee and bylaws changes
Outcome	Strengthened Board engagement and increased fundraising efforts
Outcome Indicator	Board of Directors, Personnel Committee, and/or proposed additional committee meeting minutes by July 31 st , 2022.

WHO: The OACAC Board of Directors and the Resource Development Manager will work collaboratively with the Personnel Committee in attainment of this goal.

Strategic Issue Area: Work Culture

Area to Address	Conventional thinking about the work environment
Level of Need	Agency
What do we want to accomplish	Allow program directors autonomy when and how often working from home is appropriate Technology assessment to determine feasibility Embrace the idea of groups meeting outside of the agency, in the community Paper vs. digital records Willingness to try new ideas and approaches

How will we get there	Develop a remote work policy
Outcome	Implementation of more modern work practices
Outcome Indicator	Remote Work Policy developed by September 30 th , 2022 Technology inventory/assessment results by September 30 th , 2022

Who: IT staff, alongside OACAC Program Directors, and Administrative staff will work collaboratively in attainment of this goal.

Strategic Issue Area: Emergency Preparedness and Response

Area to Address	Program Leadership Transition
Level of Need	Agency
What do we want to accomplish	Knowledgeable program staff that can support program functions in the event of an extended absence or leadership change
How will we get there	Programs will develop program policies/protocols to ensure program information is shared among supervised staff.
Outcome	Transition protocols and procedures exist for all departments so that programs will not suffer during a transition period. The current succession plans from 2013 will be reviewed for transitions for Executive Director and Program Directors.
Outcome Indicator	Reviewed 2013 succession plans by 09.30.2022. All programs will develop transition and/or succession plans by 09.30.2023.

WHO: Program Directors will develop these protocols and procedures in accordance with their respective funding sources alongside staff support of the Personnel Committee.

Area to Address	Disaster Plan
Level of Need	Agency
What do we want to accomplish	The agency should review the newly implemented disaster plan for effectiveness.
How will we get there	After the plan has been in implementation for a year, agency still will review to determine any changes that need to be made. If necessary, the plan will be reviewed prior to this date to respond to community/disaster/health-related needs.
Outcome	A disaster plan that meets the need of the agency and is responsive to community needs.
Outcome Indicator	Reviewed disaster plan by 09.30.2022.

WHO: The Human Resources Director and Executive Director will lead agency staff in this review.

Timeline of Activities

Issue Area	Goal Level	Activity(ies)	Outcome Indicator	Due Date
Program Quality & Effectiveness	Agency	Microsoft TEAMS channel for whole agency	Invitation sent to all programs for TEAMS Channel	12.31.2021
Program Quality & Effectiveness	Agency	Agency-wide newsletter creation	Bi-monthly agency newsletter	01.31.2022
Program Quality & Effectiveness	Family	CSBG Family Support Committee	The CSBG Family Support Committee will be formed	03.31.2022
Workforce Development	Agency	Develop video with program and CAA information and resources Contact person list for each department	Staff video completed Contact list developed and implemented	04.30.2022
Program Quality & Effectiveness	Family	A portion of each Leadership/FRS meeting will be devoted to the discussion of outcomes and the ROMA cycle including current year progression and future planning opportunities.	CSBG Staff will implement these Agenda items	06.30.2022
Program Quality & Effectiveness	Family	Section of each Leadership/FRS meeting where staff discuss goals of being proactive/reactive	Agenda, Minutes, copies of developed action steps if applicable	06.30.2022
Successful Community Collaboration	Community	Develop a way to share contacts/information across programs	Created TEAMS Channel	06.30.2022
Board Engagement	Agency	Board of Directors will explore creation of Board Fundraising Committee	Personnel Committee and/or proposed additional committee meeting minutes by July 31 st , 2022.	07.31.2022
Community Awareness	Community	Multi-program participation in community events Explore creating an agency marketing budget	Copies of communications and fliers of events attended within the community	07.31.2022

		Any way we can be better at self-promotion (SBJ activities, awards, etc)? Identify best ways to bring awareness in communities EX: Football Games Billboards Increased media relationships		
Workforce Development	Agency	Create internal personnel committee comprised of staff from each department	Decrease in percentage of staff turnover	07.31.2022
Workforce Development	Agency	Create and implement annual staff survey for key personnel to review annually	A staff satisfaction survey will be developed and implemented within the agency	09.30.2022
Workforce Development	Agency	Internal Staff Training	Training certificates for staff	09.30.2022
Program Quality & Effectiveness	Agency	Reach out to other CAAs to see how they manage whole agency buy-in with ROMA and MIS	Copies of minutes or communication with other CAAs	09.30.2022
Program Quality & Effectiveness	Agency	IT staff will develop an IT plan that meets the needs for all programs	Developed IT Plan	09.30.2022
Program Quality & Effectiveness	Family	Fillable Program applications that can be electronically submitted Remote/digital Case Management and intake	The CSBG program will implement remote/digital services, as detailed in the Program Manual	09.30.2022
Program Quality & Effectiveness	Family	CSBG Family Support Committee	The CSBG Family Support Committee will develop a list of action steps	09.30.2022
Board Engagement	Agency	Increase communication among Program Directors and advocacy organizations regarding Board Openings via Agency TEAMS channel and/or email While this Strategic Plan overlaps with the 21-23 and 23-25 terms, it is the expectation that these	Teams Channel or copies of communications regarding Board openings Completed Board recruitment marketing materials	09.30.2022

		outcomes indicators will influence any openings that appear during these terms. Full use of the outcome indicators would not be available until the 25-27 term.		
		Develop Board recruitment marketing materials		
Work Culture	Agency	Develop a remote work policy Technology inventory/assessment to determine feasibility	Remote Work Policy Technology inventory/assessment results	09.30.2022
Emergency Preparedness & Response	Agency	Explore Health Department partnerships education Continue to share most up to date guidance	Copies of partnership agreements or documentation of communications with Health Departments and or/partners	09.30.2022
Emergency Preparedness & Response	Agency	A disaster plan that meets the need of the agency and is responsive to community needs.	Reviewed disaster plan	09.30.2022
Funding Sustainability	Community	Sharing funding opportunities between Programs Research and apply for grants Explore forming a committee to develop an idea for a major annual fundraiser that brings attention to the organization and services Seek out private donor base	Meeting minutes from the meeting where forming a fundraising committee is explored Copies of grant applications Communications sent to potential and current donors of the agency	09.30.2022
Emergency Preparedness & Response	Agency	The current succession plans from 2013 will be reviewed for transitions for Executive Director and Program Directors.	Reviewed succession plan by 09.30.2022.	09.30.2022
Quality Control	Family	Create agency wide customer satisfaction survey	An agency-wide survey will be	07.31.2023

			developed	
Successful Community Collaboration	Community	<p>Involvement in festivals, outreach, etc in outlying communities</p> <p>Connect with faith-based communities in outlying areas</p> <p>Social media options for connection in outlying areas</p> <p>HS/CSBG County staff quarterly meeting</p> <p>CSBG staff at in-service for FG</p> <p>CSBG staff active in HS family nights</p> <p>Explore FRS offering onsite services at HS once per month</p> <p>Continue efforts to share information, resources, and best practices across Network</p>	Copies of fliers, sign-in sheets, and communications regarding outreach to outlying communities	07.31.2023
Community Awareness	Community	Plan recognition events Ex: Agency-wide dinner event, honor employees as well	Increased volunteer hours donated on annual report	07.31.2023
Workforce Development	Agency	CSBG and Head Start have a series of meetings to discuss possibilities for partnering to see if there are possibilities for blended staff	CSBG and Head Start have a series of meetings to discuss possibilities for partnering	09.30.2023
Workforce Development	Agency	Adding program policy for mental health days to be recognized as Sick Leave	Updated Personnel Policies	09.30.2023
Program Quality & Effectiveness	Family	Each program needs to assess individual processes	Other OACAC programs will assesses processes to determine efficient and streamlined services	09.30.2023

			Fillable program applications that can be implemented will be implemented	
Program Quality & Effectiveness	Family	CSBG Family Support Committee	CSBG will implement developed action steps	09.30.2023
Program Quality & Effectiveness	Family	Explore automated phone/system for checking status of applications	Findings of the exploration of automated phone/system for checking status of application	09.30.2023
Program Quality & Effectiveness	Family	Each program needs to assess individual processes	Fillable program applications that can be implemented will be implemented	09.30.2023
Successful Community Collaboration	Community	Review input received in Community Needs Assessment and determine who to partner with to address identified needs	Copies of MOUs and/or Partnership Agreements	09.30.2023
Education	Family, Community	Help promote Head Start services and programs Explore services and programs that can be offered under CSBG	Head Start marketing to include publications, fliers, etc CSBG Work Plan	09.30.2023
Education	Family	Help promote Head Start services and programs Explore services and programs that can be offered under CSBG	Head Start documentation retained as part of their services CSBG Work Plan	09.30.2023
Nutrition	Family	Explore services and programs that can be offered under CSBG; Explore advocacy options	CSBG Work Plan	09.30.2023
Nutrition	Family, Community	Explore services and programs that can be offered under CSBG; Explore community collaboration options	CSBG Work Plan	09.30.2023
Health	Family, Community	Help promote Head Start and Family Planning services and programs	CSBG Work Plan Head Start and Family Planning marketing to include publications,	09.30.2023

		Explore services and programs that can be offered under CSBG	fliers, etc.	
Health	Community	Explore services and programs that can be offered under CSBG; Explore advocacy options	CSBG Work Plan	09.30.2023
Board Engagement	Agency	Explore eligibility for public official outside of presiding commissioner/appointee While this Strategic Plan overlaps with the 21-23 and 23-25 terms, it is the expectation that these outcomes indicators will influence any openings that appear during these terms. Full use of the outcome indicators would not be available until the 25-27 term.	Minutes of discussion of potential bylaw changes and/or copy of ED and Board of Directors approved Bylaws changes.	09.30.2023
Emergency Preparedness & Response	Agency	Develop program policies/protocols to ensure program information is shared amongst supervised staff	All programs will develop transition and/or succession plans	09.30.2023
Quality Control	Agency	Develop practices for delivery/implementation of agency satisfaction survey	A satisfaction survey will be implemented	12.31.2023
Community Awareness	Family	Advocate and educate Success Stories	Copies of marketing and educational materials presented to the public	09.30.2024
Program Quality & Effectiveness	Agency	Two additional staff ROMA certified	Training certificates for ROMA-certified staff	09.30.2024
Workforce Development	Agency	Review and develop any needed changes to the job ad form Find out contact information at local organizations	Increase in agency diversity rates among staff	09.30.2024

Reduction in Poverty, Revitalization of Low-Income Communities, and/or Empowerment of People with Low-Incomes to Become More Self Sufficient

Organizational Standard 6.2 states, “The approved strategic plan addresses reduction in poverty, revitalization of low-income communities, and/or empowerment of people with low-incomes to become more self-sufficient.” While all of the strategic issues and community, family, and agency goals listed thus far address these issues, this table has been provided to allow for quick reference to the corresponding category for each goal of the plan. Abbreviations for each category are detailed in the table header.

Issue Area	Goal Level	Outcome Indicator	Reduction in Poverty (RIP), Revitalization of Low- Income Communities(ROLIC), and/or Empowerment of People with Low-Incomes to Become More Self- Sufficient (EPLSS)
Program Quality & Effectiveness	Agency	Invitation sent to all programs for TEAMS Channel	RIP, ROLIC, EPLSS
Program Quality & Effectiveness	Family	The CSBG Family Support Committee will be formed	EPLSS
Workforce Development	Agency	Staff video completed Resource sheet developed Contact list developed and implemented	RIP, ROLIC, EPLSS
Program Quality & Effectiveness	Family	CSBG Staff will implement these Agenda items	RIP, ROLIC, EPLSS
Program Quality & Effectiveness	Family	Agenda, Minutes, copies of developed action steps if applicable CSBG Staff will implement these Agenda items	RIP, ROLIC, EPLSS
Successful	Community	Created TEAMS	ROLIC

Community Collaboration		Channel	
Board Engagement	Agency	Committee meeting minutes	RIP, ROLIC, EPLSS
Community Awareness	Community	Copies of communications and fliers of events attended within the community	ROLIC
Workforce Development	Agency	A staff satisfaction survey will be developed and implemented within the agency	RIP, ROLIC, EPLSS
Workforce Development	Agency	Training certificates for staff	RIP, ROLIC, EPLSS
Program Quality & Effectiveness	Agency	Copies of minutes or communication with other CAAs	RIP, ROLIC, EPLSS
Program Quality & Effectiveness	Family	The CSBG program will implement remote/digital services, as detailed in the Program Manual	EPLSS
Program Quality & Effectiveness	Family	The CSBG Family Support Committee will develop a list of action steps	EPLSS
Board Engagement	Agency	Teams Channel or copies of communications regarding Board openings Completed Board recruitment marketing materials	RIP, ROLIC, EPLSS
Work Culture	Agency	Updated Personnel and Program manuals Technology inventory/assessment results	ROLIC, EPLSS
Emergency Preparedness &	Agency	Copies of partnership agreements or	EPLSS

Response		documentation of communications with Health Departments and or/partners	
Emergency Preparedness & Response	Agency	Reviewed disaster plan	RIP, ROLIC, EPLSS
Funding Sustainability	Community	Meeting minutes from fundraiser committee Copies of grant applications Communications sent to potential and current donors of the agency	RIP, ROLIC, EPLSS
Program Quality & Effectiveness	Agency	Bi-monthly agency newsletter	RIP, ROLIC, EPLSS
Quality Control	Family	An agency-wide survey will be developed	EPLSS
Successful Community Collaboration	Community	Copies of fliers, sign-in sheets, and communications regarding outreach to outlying communities	ROLIC
Community Awareness	Community	Increased volunteer hours donated on annual report	ROLIC, EPLSS
Workforce Development	Agency	Decrease in percentage of staff turnover	RIP, ROLIC, EPLSS
Workforce Development	Agency	CSBG and Head Start have a series of meetings to discuss possibilities for partnering	EPLSS
Workforce Development	Agency	Increase in agency diversity rates among staff	RIP, ROLIC, EPLSS
Workforce Development	Agency	Updated Personnel Policies	RIP, ROLIC, EPLSS
Program Quality &	Agency	Training certificates for ROMA-certified	ROLIC, EPLSS

Effectiveness		staff	
Program Quality & Effectiveness	Family	Other OACAC programs will assesses processes to determine efficient and streamlined services Fillable program applications that can be implemented will be implemented	RIP, ROLIC, EPLSS
Program Quality & Effectiveness	Family	CSBG will implement developed action steps	ROLIC, EPLSS
Program Quality & Effectiveness	Family	Findings of the exploration of automated phone/system for checking status of application	EPLSS
Program Quality & Effectiveness	Agency	Developed IT Plan	RIP, ROLIC, EPLSS
Quality Control	Agency	A satisfaction survey will be implemented	EPLSS
Board Engagement	Agency	Minutes of meeting with bylaw changes or discussion	RIP, ROLIC, EPLSS
Emergency Preparedness & Response	Agency	All programs will develop transition and/or succession plans & current Succession Plan will be reviewed	RIP, ROLIC, EPLSS
Successful Community Collaboration	Community	Copies of MOUs and/or Partnership Agreements	ROLIC
Community Awareness	Family	Copies of marketing and educational materials presented to the public	ROLIC
Program Quality & Effectiveness	Family	Fillable program applications that can be implemented will be implemented	EPLSS
Education	Family,	Head Start marketing	EPLSS, ROLIC

	Community	to include publications, fliers, etc CSBG Work Plan	
Education	Family	Help promote Head Start services and programs Explore services and programs that can be offered under CSBG	RIP, EPLSS
Nutrition	Family	Explore services and programs that can be offered under CSBG; Explore advocacy options	RIP, EPLSS
Nutrition	Family, Community	Explore services and programs that can be offered under CSBG; Explore community collaboration options	ROLIC, EPLSS
Health	Family, Community	Help promote Head Start and Family Planning services and programs Explore services and programs that can be offered under CSBG	ROLIC, EPLSS
Health	Community	Explore services and programs that can be offered under CSBG; Explore advocacy options	ROLIC

Community Needs Assessment & Strategic Plan: Partners in Planning Agency Work

As detailed earlier in this plan, the ROMA Cycle guides the work of Community Action Agencies, including OACAC. The ROMA Cycle graphic shows that the Community Needs Assessment comprised of community needs and resources, alongside agency data, informs the planning function of the cycle where agencies use the agency mission statement and assessment data to identify the results and strategies detailed throughout this plan.

In the Planning Areas section, OACAC detailed several strategic issue areas and community, family, and agency goals. All of these issue areas and goals have been informed by OACAC most recent Community Needs Assessment completed in June 2020.

OACAC would like to include this additional section to identify how the prioritized needs of the most recent Community Needs Assessment are being met with Strategic Planning.

OACAC's prioritized needs out of the most recent Community Needs Assessment include the following:

- Education
 - Access to Affordable Childcare
 - Educational Attainment
- Nutrition
 - Food Access and Affordability
 - Farmer's Market & Fresh Produce
- Health
 - Access to Physical/Mental Health Resources
 - Affordable Physical Community Recreation

Education

Area to Address	Access to Affordable Childcare
Level of Need	Family, Community
What do we want to accomplish	Increase access within communities and also allow families the opportunity to have childcare available to meet self-sufficiency goals
How will we get there	Help promote Head Start services and programs Explore services and programs that can be offered under CSBG
Outcome	Families and communities will have greater access to childcare
Outcome Indicator	Head Start marketing to include publications, fliers, etc CSBG Work Plan All goals to be developed throughout Needs Assessment timeline through September 30, 2023.

WHO: CSBG, Head Start Staff, and the Resource Development Manager will lead attainment of this goal. Other Program Directors may have input and resources to offer.

Area to Address	Educational Attainment
Level of Need	Family
What do we want to accomplish	Increase educational attainment of family members and individuals throughout the service area.
How will we get there	Help promote Head Start services and programs Explore services and programs that can be offered under CSBG
Outcome	Educational attainment increases among participants.
Outcome Indicator	Head Start documentation retained as part of their services CSBG Work Plan All goals to be developed throughout Needs Assessment timeline through September 30, 2023.

WHO: CSBG and Head Start Staff will lead attainment of this goal. Other Program Directors may have input and resources to offer.

Nutrition

Area to Address	Food Access and Affordability
Level of Need	Family
What do we want to accomplish	Increase food access to low-income families and individuals; advocate for affordability measures for families and individuals
How will we get there	Explore services and programs that can be offered under CSBG; Explore advocacy options
Outcome	Families will have greater access to meet food-related needs and decrease insecurities.
Outcome Indicator	CSBG Work Plan All goals to be developed throughout Needs Assessment timeline through September 30, 2023.

WHO: CSBG will lead attainment of this goal. Other Program Directors may have input and resources to offer.

Area to Address	Farmer's Market/Fresh Produce
Level of Need	Community , Family
What do we want to accomplish	Increase access to fresh produce for low-income families and individuals; explore options for community support of the need
How will we get there	Explore services and programs that can be offered under CSBG; Explore community collaboration options
Outcome	Families and individuals increase their access to fresh produce.
Outcome Indicator	CSBG Work Plan All goals to be developed throughout Needs Assessment timeline through September 30, 2023.

WHO: CSBG will lead attainment of this goal. Other Program Directors may have input and resources to offer.

Health

Area to Address	Access to Physical/Mental Resources
Level of Need	Community, Family
What do we want to accomplish	Provide for increased access to low-income families and individuals for mental and physical health concerns
How will we get there	Help promote Head Start and Family Planning

	services and programs Explore services and programs that can be offered under CSBG
Outcome	Families and individuals will have access to seek care of physical and mental health concerns.
Outcome Indicator	CSBG Work Plan Head Start and Family Planning marketing to include publications, fliers, etc All goals to be developed throughout Needs Assessment timeline through September 30, 2023.

WHO: CSBG, Head Start staff, Family Planning staff, and the Resource Development Manager will lead attainment of this goal. Other Program Directors may have input and resources to offer.

Area to Address	Affordable Physical Community Recreation
Level of Need	Community
What do we want to accomplish	Increase recreation opportunities in the communities served by OACAC
How will we get there	Explore services and programs that can be offered under CSBG; Explore advocacy options
Outcome	Affordable, physical, community recreation spaces created or made accessible in the service area
Outcome Indicator	Explore services and programs that can be offered under CSBG; Explore advocacy options All goals to be developed throughout Needs Assessment timeline through September 30, 2023.

WHO: CSBG will lead attainment of this goal. Other Program Directors may have input and resources to offer.

Agency Mission, Vision, and Values

Organizational Standard 4.1 states, "Governing Board has reviewed the organization's mission statement within the past 5 years and assured that it addresses 1) poverty and 2) the organization's programs and services are in alignment with the mission.

As part of the planning process through this strategic planning cycle, committee members reviewed the Agency's mission, vision, and values. The committee suggested changes are presented in this plan for Board review and input.

Mission

Previous:

To enrich the lives of families and individuals within our communities by providing opportunities, offering assistance and empowering people to make positive change.

Proposed:

The mission of Ozarks Area Community Action Corporation is to create lasting solutions to poverty for families and communities within Southwest Missouri.

Vision

Previous:

For over 50 years OACAC has envisioned a community of reduced poverty and improved quality of life for the families and individuals we serve.

Proposed:

OACAC envisions people living an optimal, empowered life, free from poverty.

Values

Previous:

At OACAC we value...

- Feelings, privacy, needs and time of the individual
- Open and honest communications
- Teamwork to accomplish our mission

Proposed:

Diversity
Inclusion
Equity
Collaboration
Dignity
Confidentiality

Planning Committee, Reporting, & Changes

OACAC will develop and facilitate a Planning Committee for implementation of this plan. The Committee may be comprised of Administrative staff, program staff from any of the agency's seven programs, Board Members, clients, community partners, and/or interested community members. Committee members will meet quarterly to discuss progress on strategic plan goals.

The Planning Committee Members will meet, at a minimum, quarterly according to the following schedule. Additional meetings may be added as needed.

Year One

- December 2021
- March 2022
- June 2022
- September 2022

Year Two

- December 2022
- March 2023
- June 2023
- September 2023

Year Three

- December 2023
- March 2024
- June 2024
- September 2024
 - A new strategic plan will be developed by September 30, 2024.

As previously stated, the Strategic Plan is a living document which may result in shifts and updates, as the status of particular issues in the communities we serve change. For that reason, the Board of Directors should anticipate updates and response to changes that occur.

These changes and updates shall be reported at OACAC's Board of Directors meetings throughout the timeline of the Strategic Plan, in accordance with Organizational Standard 6.5 (Governing Board/Advisory Body receive an update(s) on meeting goals of the strategic plan/comparable planning document within the past 12 months) and 9.3 (Present to the Governing Board/Advisory Body for review or action: analysis of agency outcomes, operational or strategic program adjustments, and improvements identified within the past 12 months.)

Progress of the Strategic Plan shall be noted on the table included in this plan.

Updates & Progress

Date of Change	Date of Board Approval (If Change)	Explanation of Change/Progress