Strategic Plan FY22-24

coMMUnity

Jefferson Franklin
COMMUNITY ACTION CORPORATION

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September 2021

Thank you for taking the time to read Jefferson Franklin Community Action Corporation's (JFCAC) FY2022-2024 Strategic Plan. This plan represents the roadmap of the goals we want to accomplish over a three-year period of time.

Strategic Planning is a process designed to assess an organization's capacity, direct its mission, build a shared vision of the future, determine its priorities, set common goals, focus resources, 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, thank you 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, the plan's strategic areas, details of implementation, and information regarding the reporting and evaluation processes outlined for this plan.

Again, thank you for taking the time to read JFCAC's Strategic Plan. If you would like to learn more about our agency, please visit our website at www.jfcac.org or find us on Facebook.

Respectfully,

-Jefferson Franklin Community Action Corporation

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 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.

Board of Directors

As of September 2021

Lesley Deason, President
Community Representative

Dr. Julia Hampton, Vice President
At-Large Representative

Cynthia Eckelkamp, Treasurer
At-Large Representative

Carol Cameron, Secretary
Public Representative

Rick Pica
At-Large Representative

Wayne Goyea
At-Large Representative

Ryan Jones
Public Representative

Earlaine Sandoval
Public Representative

Andy Barnette
Public Representative

Shirley Wilson
Community Representative

Jane Kost, Alternate
Community Representative

Emmaline Tubbs
Community Representative

Rosie Buchanan, Alternate
Community Representative

Paula Crewse, Alternate
Community Representative

Becki Gillihan
Community Representative

Theresa Wolf, Alternate
Community Representative

Amanda Longgrear
Community Representative

Tracy Montgomery, Alternate
Community Representative

Executive Leadership

Jill Quaid   Chief Executive Officer, Clinical Director

Gregg Shinn   Chief Financial Officer

Diana Hayes   Chief Administrative Officer

Stephanie Kerth   Chief Innovation Officer

Paulette Hensley   Chief Community & Program Development Officer

Program Directors

Dave Rose	Weatherization Assistance Program
Janna Bittle	Housing Choice Voucher Program
Tracy Williams	Women, Infant, and Children (WIC)
Tammie Benton	Head Start/Early Head Start
Ashley Mosier	Quality Improvement/Risk Management
Paulette Hensley	Community Services, Low-Income Home Energy Assistance Program (LIHEAP), Skill Up, & Emergency Rental Assistance Program (ERAP)

Purpose and Background

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

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

Agency Leadership 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. In addition, this Strategic Plan will be used to guide the CSBG Community Action Plan as well as other agency program's plans and program goals.

This Strategic Plan is a three-year plan, spanning FY22-FY24. The plan becomes effective once Board approved and ends on 09/30/24.

Strategic Planning Method

JFCAC FY22-24 Strategic Plan is a data-driven plan, inclusive of seven components: Preparation, Assessment, Analysis, Planning, Implementation, Achievement of Results, and Evaluation. This is structured according to the ROMA cycle, which is Results-Oriented Management and Accountability. It is a performance-based initiative unique to Community Action Agencies receiving CSBG funding.

I.   Preparation

In preparation for the Strategic Plan, persons were identified to serve on the committee and included the agency's Chief Community and Program Development Officer, Quality Improvement Director, and the Community and Program Development Assistant. The Chief Community and Program Development Officer is a Certified ROMA Consultant.

II.   Assessment

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 Assessment
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 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 was utilized during a meeting with the Planning Committee members, Executive Team staff, Program Directors, and 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 2020 Community Needs Assessment (CNA). The CNA can be accessed at: https://www.jfcac.org/uploads/1/6/0/5/16053534/community_needs_assessment_2020_sept.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.

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.

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. The data analyzed was from the Client Satisfaction Surveys completed in December 2020 and January 2021 and presented in April 2021 by the QI Department. It will be used as a baseline for gauging program goals. This information is included in an appendix at the end of the plan.

As the Planning Committee analyzed the collected datasets, common issues and opportunities were found. Such included: customer experience, outreach & education, professional

development, system plans, IT issues, outcomes/measurements, building issues, and increasing unrestricted funds.

IV.   Planning

The purpose of the planning phase is to narrow down the Strategic Initiatives identified during the Analysis Phase into key areas which forms 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 Initiatives
In order to prioritize the Strategic Initiatives for the Programs the criteria 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, the following questions were asked:

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

- What is your goal with this? What will change?

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

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, 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 Initiatives" section was 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 agency data, including but not limited to, data collected as a part of the CNA, SWOTs, QI Data, Risk Management Data, Employee Satisfaction 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 services.

Being that this group reviewed all data, the following prioritization criteria was used:

- The value the initiative will bring to the agency and each of its programs

- The appropriateness of the initiative, and

- The feasibility of the initiative.

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 <u>all</u> 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.

<u>Program Initiatives</u>
Following are the Program 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, and Community Services.

Head Start & Early Head Start

HS & EHS 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	Development and implement an improved new staff hire process that includes revised interview guides to ensure the best possible candidate is selected.
Outcome	Children will benefit from a more stable learning environment.
Outcome Indicator	A .05% decrease in staff turnover, after the implantation of the intervention, by the end of FY24 as evidenced by compared turnover rates.

HS & EHS Initiative #2	Outcomes and Measures
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	Utilization of the Child+ system and analysis of data will assist staff to identify and improve areas in the program that will lead to increased child learning and development of children.
Outcome Indicator	A Program Data Plan will be implemented and maintained to be used for program planning as evidenced by data used in planning meetings.

HS & EHS Initiative #3	System Efficiencies
Need Statement	Clear and consistent expectations of roles and 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	Staff, children, and parents will have a better understanding of the various roles and responsibilities.
Outcome Indicator	Head Start will maintain, revise, and ensure that all policies and procedures manuals are up to date and aligned with all State and Federal Guidance.

Housing

Housing Initiative #1	Professional Development
Need Statement	Staff 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.
Outcome	Prospective clients receive accurate information about the program and will feel positive about the program and the service they receive.
Outcome Indicator	A 5% increase in the quality of customer service by the end of FFY24 as evidenced by the agency's Customer Satisfaction Surveys which are delivered two times annually by the Quality Improvement Department.

Housing Initiative #2	Staffing Patterns
Need Statement	Staff need a staffing pattern that allows them to perform all aspect of the program accurately and timely.
Level of Need	Agency
Goal	Develop an implement a staffing pattern that satisfies the staff's ability to complete their work accurately and timely.
Outcome	Services will be provided that are accurately described and delivered within the required timeframes.
Outcome Indicator	An overall 5% decrease in QI findings by the end of FFY24

Housing Initiative #3	System Efficiencies
Need Statement	Staff need an office layout that aids in the reduction of staff stress.
Level of Need	Agency
Goal	Develop an office layout that reduced the amount of staff stress.
Outcome	The office environment will contribute to improved staff performance, reduce staff turnover and enhance service quality.
Outcome Indicator	A five-point stress level reduction by the end of FFY21 as evidenced by score non the Perceived Stress Scale. Results from the Perceived Stress Score 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 it customers.
Outcome	Recipients will better understand how they can maintain adequate heating and cooling that is as cost efficient as possible
Outcome Indicator	100% of Weatherization's customers' files for FFY24 will contain documentation of recipient of education. (Note, this outcome indicator will be changed to whatever year the education is created and deliver. For example, if the education is created and delivered in FFY21. Then 100% FY21 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	Through direct client involvement in the audit process, service recipients will continue to learn about efficient and effective weatherization methods.
Outcome Indicator	Weatherization will maintain, revise, and ensure that all policy and procedures manuals are up to date. This shall include the customer invitation process.

Weatherization Initiative #3	Professional Development
Need Statement	Weatherization staff need to implement the rules and regulation of the Weatherization program.
Level of Need	Agency
Goal	Weatherization staff will follow all Weatherization standards at all times.
Outcome	Weatherization staff will thoroughly understand and comply with rules and regulations of the program.
Outcome Indicator	The Weatherization department will have 0 findings on a Weatherization Technical Monitoring Review through the end of FFY24.

Community Services

CS Initiative #1	Staff Development
Need Statement	Staff need Case Management Training. (Key areas for growth: recruitment, goal setting, and boundary setting.)
Level of Need	Agency
Goal	Develop, implement, and maintain a robust Professorial Development Plan for staff to use, and train staff so that the skills are gained to provide case management.
Outcome	Developing the knowledge and skills in case management of Community Service staff will positively impact the outcomes for service recipients.
Outcome Indicator	Community Services staff will utilize training opportunities and maintain the required trainings identified in the developed professional development plan.

CS Initiative #2	System
Need Statement	Program Policies and Procedures need to be developed/maintained.
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	Service recipients will be treated equitably and in conformance with organizational expectations.
Outcome Indicator	Community Services will maintain, revise, and ensure that all policies and procedures manuals are up to date and aligned with all State and Federal Guidance.

CS Initiative #3	Outcomes/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 utilized for each program/project (such as pre-post-tests/evaluations)
Outcome	The effectiveness of services will be assessed in order to identity areas in need of improvement and correct deficiencies.
Outcome Indicator	A 10% increase in client outcomes by the end of FY24 as evidenced by client data tracked in the program's MIS and on the program's Scorecard.

LIHEAP

LIHEAP Initiative #1	Outreach
Need Statement	Potential program participants need to be aware of the program.
Level of Need	Agency
Goal	Schedule staff to provide awareness about program to all JFCAC program staff and participants and the community at-large.
Outcome	Individuals in need of energy assistance will become aware of the program and will benefit by being assured of adequate heating and cooling.
Outcome Indicator	A 5% increase in the number of persons applying for LIHEAP by the end of FY24 as evidenced by an increased number 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	Maintain a Professional Development Plan for staff and to train/refresh staff on how to correctly process program applications so that there are fewer discrepancies
Outcome	Service applicants will be assisted to correctly apply for the program and establish eligibility in a timely period.
Outcome Indicator	A 5% decrease in program discrepancies by the end of FY24 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 maintained/revised.
Level of Need	Agency
Goal	Ensure that Policy and Procedure manuals are maintained/revised for each program's standards, and all of the program's services/projects/
Outcome	Program applicants will be able to receive services on an equitable basis, consistent with all program requirements.
Outcome Indicator	LIHEAP will maintain, revise, and ensure that all policies and procedures manuals are up to date and aligned with all State and Federal Guidance.

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 caseloads.
Outcome	Pregnant women and infants will have ready access to improved nutrition and education about pregnancy and infant care.
Outcome Indicator	A 5% increase over FY21 WIC initial contract caseload by the end of FY24 as evidenced by the compares FY21 initial contract caseload to FY24 caseload

WIC Initiative #2	System Efficiency
Need Statement	All local JFCAC and WIC policies need to be revised to ensure they align with the Missouri State WIC Operations Manual (WOM).
Level of Need	Agency
Goal	All local JFCAC and WIC policies will algin with the Missouri State WOM.
Outcome	The work of WIC staff will be standardized and in full alignment with Missouri requirements.
Outcome Indicator	100% of the local JFCAC and WIC policies will be maintained and revised to ensure they align with Missouri State WOM by the end of FY24 as evidenced by and updated JFCAC and WIC Policy Manual that aligned with the Missouri State WOM.

WIC Initiative #3	Professional Development
Need Statement	WIC staff need ongoing professional development training related to staff specific credentials, interpersonal communication, time management, and customer services.
Level of Need	Agency
Goal	Develop a robust Professional Development Plan that includes all necessary training to meet training needs and implement it.
Outcome	Staff will be more skillful in delivery of services to WIC clients.
Outcome Indicator	100% WIC staff will maintain 100% of needed training, certification and credentialing through the end of FY24 as evidenced by WIC training records compared to the developed professional development plan.

Community and Family Level Initiatives
The following are Initiatives, Need Statements, Levels of Need, Goals, Outcomes and Outcome Indicators for the following priorities identified in the Community Needs Assessment and the Strategic Planning Think Tanks:

Think Tank Initiative	Apprenticeships/Training
Need Statement	Low income individuals need hands on training opportunities to learn specific skills and trades to earn sustainable income.
Level of Need	Family/Community
Goal	Offer apprenticeship training programs in the community to individuals.
Outcome	Individuals will have access to apprenticeship training to increase their skills.
Outcome Indicator	Two apprenticeship programs will be implemented by FY24.

Think Tank Initiative	Housing Expansion
Need Statement	JFCAC's service area lacks affordable housing for low-income household which has lead to an increase in homeless individuals.
Level of Need	Family/Community
Goal	Increased affordable housing options will be available to low income individuals in JFCAC's service area.
Outcome	JFCAC will expand the availability of low-income housing in the community.
Outcome Indicator	A business proposal will document the affordable housing expansion.

Think Tank Initiative	Small Business Resource Development
Need Statement	The community needs additional resources for small business development.
Level of Need	Community
Goal	JFCAC will offer a small business development center in our service area.
Outcome	Community members will have access to resources to ensure success of their small business.
Outcome Indicator	A Small Business Resource Development Center will be created for community members to access by FY24.

JFCAC Initiative	Continuum of Care
Need Statement	Individuals are not aware of how to access the resources available to meet their needs.
Level of Need	Community/Family

Goal	JFCAC will offer a comprehensive case management approach for low-income individuals seeking to improve their quality of life.
Outcome	Individuals in the community will have access to a continuum of care that will support their self-sufficiency.
Outcome Indicator	A one point of entry system will be implemented by JFCAC by FY24.

JFCAC Initiative	Transportation Expansion
Need Statement	Additional transportation opportunities are needed for low-income individuals in JFCAC's service area.
Level of Need	Community
Goal	Increased transportation services will be available to the community for low-income households.
Outcome	Low-income individuals will be better able to access transportation services.
Outcome Indicator	JFCAC will establish partnerships with two transportation resources to expand opportunities for low-income individuals.

JFCAC Initiative	Health & Wellness
Need Statement	Additional trauma sensitive clinical services are needed in our service area.
Level of Need	Family
Goal	Trauma sensitive services will be available to the community via office or mobile unit.
Outcome	Additional clinical services, therapy, support groups will be available in the community.
Outcome Indicator	Two additional services will be implemented by FY24.

Think Tank Initiative	Low income loan program
Need Statement	Members of the community need a low-income loan program to avoid predatory lending loans.
Level of Need	Community
Goal	JFCAC will offer a low-income loan program for staff and community members.
Outcome	Staff and community members will utilize the low-income loan program.
Outcome Indicator	The number of individuals participating in the loan program will increase annually by FY24.

Agency Capacity Building Initiatives

The following are Initiatives, Need Statements, Levels of Need, Goals, Outcomes and Outcome Indicators for the Jefferson Franklin Community Action Corporation (JFCAC), as an agency. These were identified through our Executive Team SWOT, Think Tank Strategic Planning, Agency Risk Assessment and COA Assessment processes.

Think Tank Initiative	Philanthropic Growth/Capacity Building
Need Statement	The agency needs to increase unrestricted dollars in order to support the agency as a whole.
Level of Need	Agency
Goal	Develop and implement initiatives to increase donations.
Outcome	JFCAC will have sufficient and flexible funds to expand services.
Outcome Indicator	Increased unrestricted dollars by 40% by FY24.

Think Tank Initiative	Social Enterprises
Need Statement	The agency needs to increase unrestricted dollars in order to support new initiatives and increase sustainability.
Level of Need	Agency
Goal	Develop and implement Social Enterprise initiatives through the creation of LLCs.
Outcome	JFCAC will have sufficient and flexible funds to expand services and increase staff capacity.
Outcome Indicator	The development and execution of two additional LLCs by the end of FY24.

Think Tank Initiative	Grant Opportunities
Need Statement	Increased grant revenues are needed to meet the needs of the community.
Level of Need	Agency
Goal	JFCAC will increase grant revenues to meet the community needs.
Outcome	Increased grant revenues will allow us to expand services offered by JFCAC.
Outcome Indicator	Increased grant revenues by 10% by the end of FY24.

Risk Assessment Initiative	Staff and Board Development
Need Statement	As the agency expands services in the community we need to recruit and train staff and Board Members.
Level of Need	Agency
Goal	Staff and Board will have opportunities for training and professional growth.
Outcome	JFCAC will increase our staff and Board capacity.
Outcome Indicator	Employee and Board Training records will indicate the opportunities offered.

Risk Assessment Initiative	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 Council on Accreditation (COA).
Outcome	JFCAC will be viewed as a leader in the delivery of professional services as evidenced by the improved agency systems.
Outcome Indicator	COA accreditation by FY23.

Strategic Planning Implementation

The Planning Committee, which is comprised of the agency's Chief Community and Program Development Officer, Quality Improvement Director, and Community and Program Development Assistant 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 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 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 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) 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 "Think Tank" groups to help implement the Community and Family Initiatives outlined in this plan.

One workgroup has been created for each of the 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 quarterly basis for progress meetings, which will include guidance and troubleshooting, and to report progress.

Annual Plan (Council on Accreditation [COA] Requirement)
To integrate the priorities and objectives of each section of this Strategic Plan, an Annual Plan will be created for each fiscal year. Each fiscal year's Annual Plan will support the organization's long-term goals, as outlined in this Strategic Plan.

The Annual Plan will be a listing of activities that will be accomplished within the identified year to achieve the long-term goals in the Strategic Plan. The Annual Plan is divided into four quarters (October-December; January-March; April-June; and July-September) and the activities are listed within the quarter they are anticipated to be achieved. Activities are listed for each of this Strategic Plan's three areas.

This Strategic Plan will be evaluated each September, and any updates made will be approved by the Board of Directors. Following Board approval and incorporating these updates, the next fiscal year's Annual Plan will be developed. Any items not completed within the plan's previous year will be included in the next year's plan. The Annual Plan will be taken to the Annual Board

of Directors meeting for approval. The Annual Plan(s) are a separate document from this Strategic Plan and will be stored on the agency's HUB.

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.

As previously stated in the "Strategic Planning Implementation" section, the agency's HUB 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 the HUB and the agency's website as the primary reporting/communication tools. 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. Each goal will have four action steps to be accomplished each quarter that will be documented on scorecards.

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

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 Community and Program Development 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. 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. Scorecards will be utilized to assist in the evaluation of the goals.

To indicate when an initiative has been completed in its entirety, a completion date will be included in the Annual Update.

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. In addition, scorecards will be used to outline the steps taken to achieve the goals.

On an annual basis, 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 result 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.

Appendix

Quality Improvement/Risk Management

Per each program, following is an overview of QI activities:

During the months of December 2020 and January 2021, the QI Department completed Client Satisfaction Surveys for each of the Seven (7) Programs.

Upon research, the Department found that the best method of delivery for the Client Satisfaction Surveys was cold calling. The Program called clients who have received at least one (1) service provided by the Agency within the last six (6) months. The surveys were broken down into three (3) categories to include: Quality Measures, Interpersonal Measures, and Access Measures. Each category had a series of questions to help the department gather an overall understanding of the client's satisfaction when receiving services from the Agency.

Client Satisfaction Surveys are important to JFCAC because clients want a streamlined, convenient, and easy process for applying for and receiving help. If clients are satisfied with the quality, interpersonal interaction, and access to the agency they are more likely to recommend JFCAC to a friend or colleague. In return, JFCAC can reach more people who need the assistance the Agency provides.

Upon doing research on benchmarks for Client Satisfaction Surveys for a Non-Profit Organization, it was found that clients who are minimum of 75% satisfied with their experience will return for services again. Using this information, the Department along with the CIO, chose a benchmark of seventy-five percent (75%) for each of the categories assessed. When this benchmark is met it means that at least 75% of clients who took the survey stated that the services received either met or exceeded their expectation in each of the categories.
The questions asked to clients for each category is as follows *(with the additional questions asked regarding the client's experience included):*

- *How do you Access your services?*

Quality Measures:
- *Please rate the overall process and experience you had while accessing our services.*
- *Please rate the timeframe in which the services you received were provided.*

Interpersonal Issues:
- *Please rate the staff's compassion and courtesy.*
- *Please rate the level of the staffs' helpfulness.*
- *Please rate how staff went above and beyond for you.*

Access Issues:
- *Please indicate your level of comfort and cleanliness of the office (including outside/parking lot, restrooms, etc.) environment.*
- *Please rate how convenient the agency is. (Location, hours)*

- *How do you feel about the accessibility of the agency (i.e., doors, wheelchair accessible, accommodations, and bathrooms)?*
- *Please rate how satisfied you are with the way you accessed your services.*
- *On a scale of 0-10 how likely is it that you would recommend Jefferson Franklin Community Action Corporation to a friend or colleague?*

The total number of clients that completed Client Satisfaction Survey was the total number of clients attempted to be contacted was. Of these clients the breakdown of the number that completed the survey for each department is as follows:

- *CSBG:* 3
- *Energy Assistance: 31*
- *Head Start: 18*
- *Housing:* 30
- *Weatherization:* 2
- *WIC*: 52
- *Behavioral Health:* 0

The overall percentage of Client Satisfaction for all 7 Programs is with a breakdown of each department is as follows:
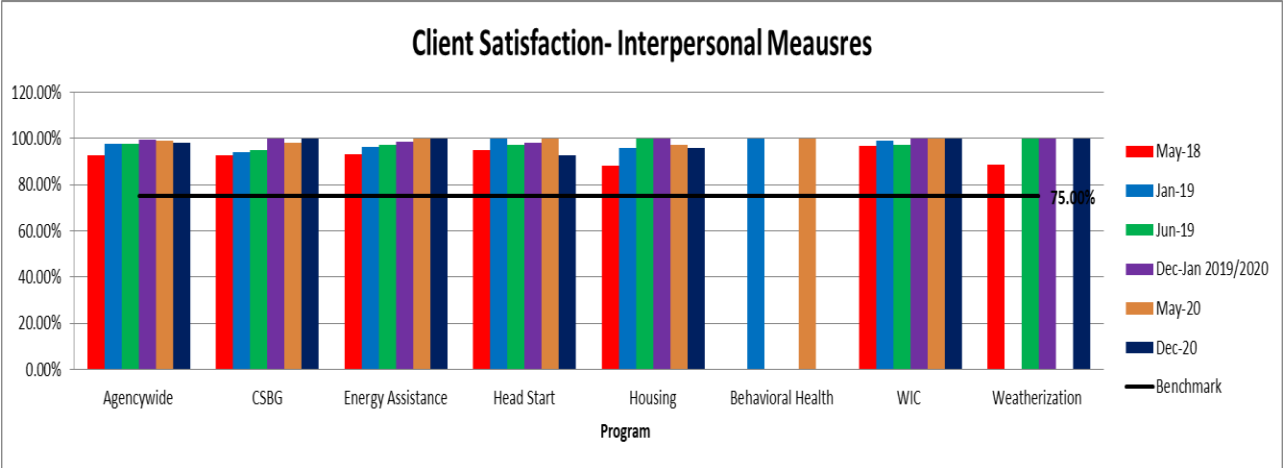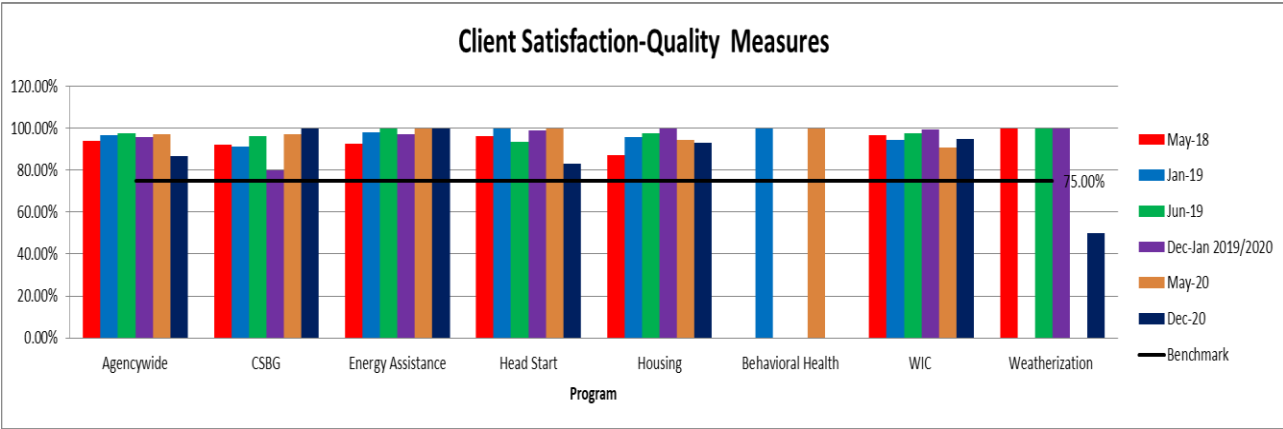
- *CSBG:* 100%
- *Energy Assistance: 99.73%*
- *Head Start: 83.65%*
- *Housing: 95.28%*
- *Weatherization: 83.33%*
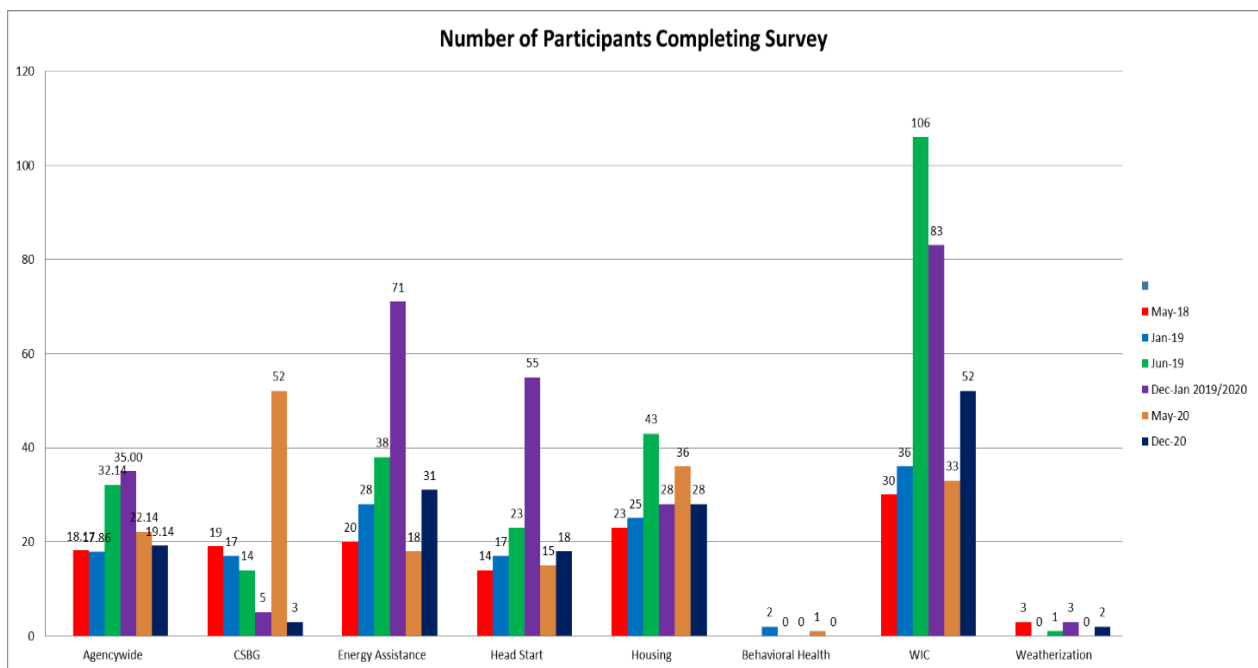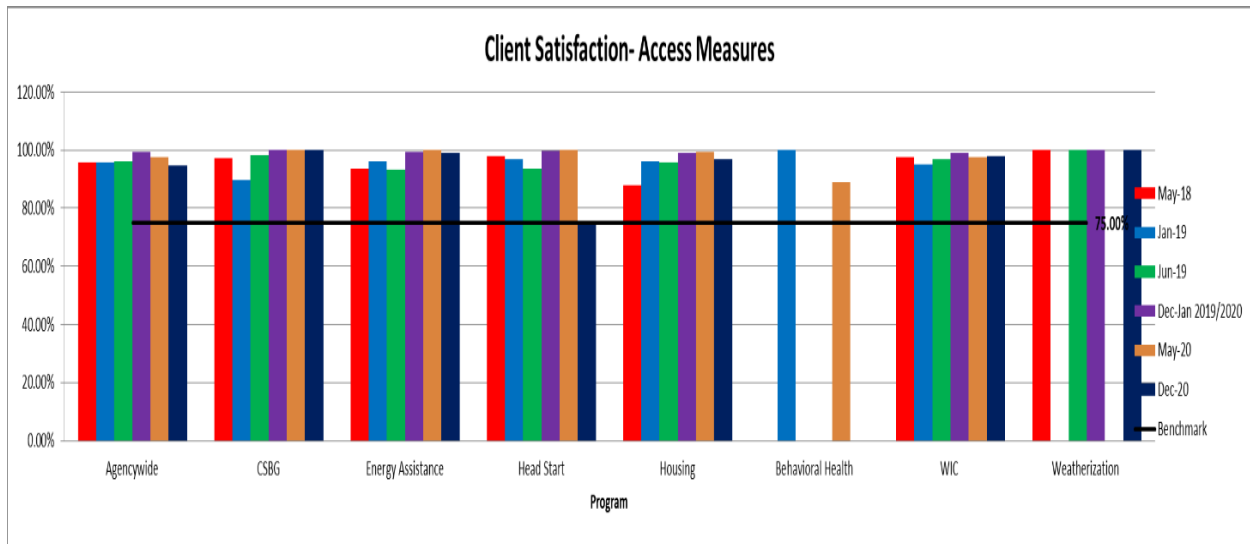- *WIC*: 97.70%
- *Behavioral Health: N/A*

As demonstrated, all programs exceeded the overall percentage benchmark set by at least 8.33% which exhibits the satisfaction of the clients who have received services from Jefferson Franklin Community Action Corporation within the last Six (6) months has been above satisfactory.

- *Please note that the overall score is all 3 categories (Quality Measures, Interpersonal Measures, and Access Measures) combined. One limitation to this data is that not every program had the same number of clients participate in the survey (e.g. Behavioral Health 0 clients whereas WIC had 52 clients). This limitation skews that date when comparing across programs.*

The statistical data demonstrated within this question illustrates that JFCAC is fulfilling people's needs and providing the service that is desired.

Following is a series of graphs that visually demonstrates the data by program:

Overall Client Satisfaction

Client Satisfaction-Quality Measures

Client Satisfaction- Interpersonal Meausres

Client Satisfaction- Access Measures

Number of Participants Completing Survey

QI also collected comments from clients regarding each program. Some of the comments reflected during this survey are as follows:

Energy Assistance:
- *"S*he has never felt more blessed and understood than she was by staff, she felt they didn't hold her situation against her and made her feel like she will be ok"
- "The staff was beyond helpful and she appreciated their awareness to Coved and how clean they kept the office"

Head Start:
- *"L*OVES the teachers! Hope we never replace them!"

- *"Cannot say enough about how great they've been during covid"*

Housing:
- "Very satisfied- we are all so wonderful"
- "Satisfied- loved her experience and her house"

WIC:
- *"Loves the EWic program, makes it so much easier for parents when out with children"*
- *"Is beyond thankful to Ashley and all she does to help breastfeeding mothers"*