

# FY 2011-2013 Transformational Plan

**Green Hills Community Action Agency  
(GHCAA)**

**FINAL**



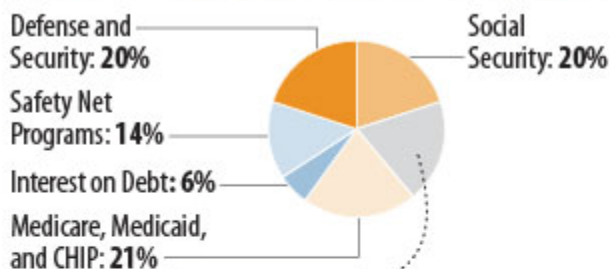
**CASE FOR CHANGE** (Originally drafted by Scott Long, CEO on May 21, 2010)

Organizations such as Green Hills Community Action Agency can no longer rely so heavily on federal and state resources for funding. As Missourians, we have all seen how state government has struggled year in and year out with balancing the budget. Having to make drastic and unpopular cuts to various programs. With the current political climate, these cuts often occur in the education and social service sector; areas *critical* to fighting poverty and making families and communities *strong* in the long term.

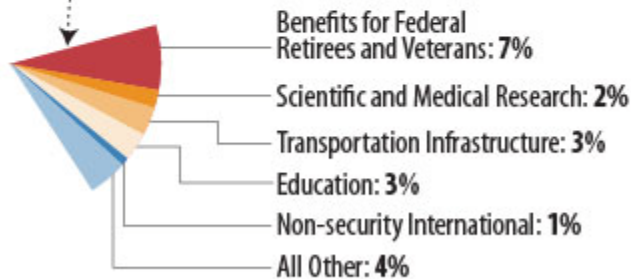
The situation on the Federal level is no less dire. While we may be benefiting short term from drastic increases in funding due to the American Recovery and Reinvestment Act; we must not be fooled to think that these are signs of the “good old days” of never ending federal funding for our programs. In fact, the growing deficits created by the increased costs in providing Social Security benefits and the out-of-control spending related to Medicare are more than just “cause for concern”. They must be a “call to action”.

That “call” is our Case for Change. We must drastically reduce our reliance on state and federal funds to support our mission. As evidenced by the table below, we have made movement. However, projections for 2010 estimate a movement in the opposite direction for the agency (due to ARRA funding). As is the case with any good business, we must *diversify* our revenues to remain *viable* in the long-term.

**Most of Budget Goes Toward Defense, Social Security, and Major Health Programs**



**Program Areas in the Remaining Fifth of the Budget**



Source: Congressional Budget Office, 2010.  
Note: Percentages may not total 100 due to rounding.

cbpp.org

<u>Year</u>	<u>Federal</u>		<u>State</u>		<u>Private</u>		<u>REVENUE</u>
2010	\$ 6,092,490	83%	\$ 179,410	2%	\$ 1,071,142	15%	\$ 7,343,043
2009	\$ 5,367,898	85%	\$ 167,050	3%	\$ 756,235	12%	\$ 6,291,183
2008	\$ 4,901,541	85%	\$ 224,626	4%	\$ 625,823	11%	\$ 5,751,990
2005	\$ 5,267,163	93%	\$ 177,384	3%	\$ 251,567	4%	\$ 5,696,114

How do we go about accomplishing this goal to remain viable in the long-term? This will be collectively decided as we move through the Transformational Planning process. Are we to remain a “transactional” organization? One that processes applications and provides subsidies? Or, are we to become a “transformational” organization. One that becomes embedded into our communities, promoting high impact strategies to positively impact families and bring about community level change?

I look forward to the challenge ahead. Are you ready?

**Scott Long, CEO**

## Our F.I.R.S.T. Core Values

**F**ostering a climate of empowerment

**I**ntegrity

**R**espect for the individual and family

**S**elf-sufficiency

**T**eamwork toward a common goal

## Our Promise

Community Action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.

## Our Mission\_

Green Hills Community Action Agency works to build vibrant communities.

## Our Passion

To build empowered employees and vibrant families.

## Our Motto

“STRONG FAMILIES = STRONG COMMUNITIES”

## 2010 TRANSFORMATIONAL PLAN

**Mandates****GHCAA operates with many Mandates as a result of funding.**

Davis-Bacon Act  
 Monthly & Quarterly reports  
 Administrative and funding rules & regulations  
 CHDO to unrestricted community housing funds  
 MACA agreements  
 % of Administration and Project funds  
 Shelter funds to be used for direct client service only  
 Board structure (both tri-partite and State of Missouri requirements)  
 Sarbanes-Oxley requirements

**External Environmental Assessment**

In addition to the hearts & minds of the planners, the primary document used for this Assessment is the *Comprehensive Family, Community and Agency Needs Assessment for Green Hills Community Action Agency (GHCAA)* prepared on July 15, 2009. **At the end of this assessment process, the Opportunities and Threats (two of the four sections of the S-L-O-T) will have been identified.**

**Collaborators****A. The Agency's primary collaborators or "community partners" include:**

Civic and social organizations (Rotary, 4H, Elks, Eagles, etc.)  
 Faith-based organizations  
 Businesses/Chambers of Commerce  
 Social service organizations (i.e., FSD, Preferred Families, Human Services Council)  
 Legal Aid  
 Individuals in the communities (including customers)  
 Court system/legal including law enforcement  
 Employees become "ambassadors" in their own communities  
 Funders  
 Governments (city, county, state, Federal)  
 Educational institutions  
 Stock market (affects availability of funding)  
 Competition for funding (note that we still collaborate with competitors)  
 Community Action Network

Healthcare (physicians, hospitals, mental health clinics, etc.)  
 Cultural partners (i.e. Centro Latino Center)  
 Vendors, suppliers  
 Board members (all of whom are also individuals in the communities)

**B. The Agency's "alliance partners" (with whom there are written contracts) include:**

Funders  
 Clinton/DeKalb Task Force  
 SART – Sexual Assault Response Teams (in various communities)  
 Probation & Parole  
 County Commissioners  
 Food Bank(s)  
 Housing partners including  
     AEP Column, HFM Development, MBL Development, Carlson &  
     Gardner, e-verify/insurance  
 University Extension  
 WIB/NCMC  
 Missouri Family Health Council  
 Utility companies  
 Facilitators  
 Volunteers

**C. Thinking of the Agency as a whole, how are you viewed by your collaborators?**

Especially Shelter and Housing are well-respected  
 Many don't know us as a whole Agency.  
 Some county commissioners view us negatively having personal issues with our  
     CEO.  
 Where our work is less well-known, we are likely thought of as an "enabler,"  
     giving "handouts."  
 We are thought of as a "state agency" by some.  
 We "have a good attitude."  
 We deliver social services (A few community members believe we offer "hand  
     outs" that tend to keep people in poverty.)  
 Collaborators may not be able to be "funders"  
 We have long-term collaborators, funders and employees.

## **Forces and Trends**

Seven areas of concern were assessed as part of the *Comprehensive Family, Community and Agency Needs Assessment for Green Hills Community Action Agency (GHCAA)*. They were employment, education, housing, nutrition, emergency situations, use of income and transportation. The Planners created the summary that follows.

### **Employment**

These employment needs existed prior to 2009 and continue to exist:

- Individuals are unable to find jobs in our area.
- Many individuals have long commutes (partially due to closings and reductions in the area)
- Lack of skills/education
- Both the lack of child care and its cost
- Both the lack of transportation and its cost
- Lack of jobs that offer living wages
- Mental health, substance abuse and criminal records
- Lack of motivation

These employment trends seem to be new or to have increased:

- Downsizing and/or closing of companies
- Language barriers (new and increasing)
- Age issues: if jobs are cut, older workers tend to go first, and they are not as likely to be hired for new positions. The cost of living is high, so people have to work.
- Potential employees are “over qualified”
- E-Verify
- Cultural/religious (may prevent some applicants from working in certain plants, i.e., pork processing)
- Benefits have been reduced and/or eliminated
- Being labeled “lack of work history”

### **Education**

These education needs existed prior to 2009 and continue to exist:

- No High School diploma or GED (Restrictive Requirements)
- No secondary training or education (post-HS); no trade/skill training
- Lack of transportation and its cost
- Lack of child care and its cost
- Lack of funds to continue education beyond HS (other than Pell grants)
- Communicating with teachers, principals, counselors

These education trends seem to be new or to have increased:

- Lack of, or cuts in, dropout prevention and after-school programs
- Teen pregnancies
- Budget cuts in education

### ***Housing***

These housing needs existed prior to 2009 and continue to exist:

- Quality housing and repairs
- Cost of housing
- Lack of decent/safe housing
- Lack of temporary/emergency housing
- Size of deposits (creating a barrier to buyers/renters)
- Long wait list for HUD

These housing trends seem to be new or to have increased:

- Credit (lack of availability, cost, and requirements)
- Housing size to fit household
- Offenders unable to get household
- Lack of knowledge of renters' rights
- Lack of knowledge for first-time homebuyers
- High utility costs, and few alternatives

### ***Income / Use of Income***

These needs regarding Income / Use of Income existed prior to 2009 and continue to exist:

- Inadequate money management skills
- Failing to address credit issues
- Lack of knowledge of resources
- Jobs don't pay a living wage
- Difficulty in establishing and using a budget
- Failure to save money
- Getting child support paid
- Gambling issues
- Payday loans
- Using credit for basic needs
- Reduced income or no income because of job loss & economy

These needs regarding Income / Use of Income seem to be new or to have increased:

- Failing to address credit issues
- Lack of knowledge of resources
- Jobs don't pay a living wage
- Failure to save money
- Gambling issues

### **Nutrition**

These nutrition needs existed prior to 2009 and continue to exist:

- Meal preparation and perhaps lack of time to do it
- Increasing food costs
- Food stamps don't last
- Lack of education regarding Food Stamps & commodities are supplemental  
(“These are supplemental; don't rely on them long-term.”)
- Elderly have to choose – eat or pay other living expenses
- Transportation, travel costs to shop (Some accessible shops are higher priced than those the clients could travel to IF they could get there.)
- Lack of knowledge of resources
- Food demands in summer
- Drop in food pantry donations with current economic conditions
- Additional cost of healthy, nutritious foods (or perceived additional cost)

These trends regarding nutrition are new or seem to have increased:

- Increasing food costs
- Lack of education regarding FS & commodities are supplemental (*Let's clarify this*)
- Lack of knowledge of resources
- Drop in food pantry donations with current economic conditions

### **Health Care**

These health care needs existed prior to 2009 and continue to exist:

- No health care
- Cost of prescriptions
- Cost of health care
- Lack of dental care
- Lack of eye care
- Shortage of mental health and substance abuse counselors/facilities/outpatient treatment
- Lack of preventative care, leading to crises
- Problems with program (income guideline) qualifications

Abuse of prescription drugs  
 Uncertainty about health care reform, what it means, what it does, etc.  
 Medicaid spend down

These health care needs are new or seem to have increased:

No health care  
 Cost of prescriptions  
 Shortage of mental health and substance abuse counselors/facilities/outpatient treatment  
 Abuse of prescription drugs

### **Forces and Trends: Successes**

These are things that our Agency has had success addressing in the past:

- a. Preventative measures: WHS educating schools, Shelters educating schools, Family support
- b. Building affordable, good quality housing
- c. Job training / skills through Education and Training, including Life Skills classes
- d. Weatherization / home repair (still a wait list)
- e. Poverty Simulations & Step Up to Leadership
- f. Other groups came to us to help (Schools, law enforcement, nurses, homecare – have come to the Women’s Shelter for training/consultation; we have consulted with other agencies also.)
- g. We are most knowledgeable about referral sources.
- h. Our capacity to respond in a crisis is really good.
- i. Creating partnerships
- j. Making strides regarding client assessment
- k. Making strides toward integration
- l. Job creation / maintenance (ARRA)
- m. Cultural issues (competencies)

### **SUMMARY: Successes**

**We have had frequent success in the areas of**

**Education (skill development)**

**Crisis Response**

**Creating partnerships**

**Housing/Community Development**

**Serving as a “traffic director” for resource & referral**

**Forces and Trends: Limitations**

These are things that our Agency has had less success addressing:

- a. Transportation
- b. Child care
- c. Health / prescriptions
- d. Lack of housing
- e. Lack of jobs
- f. Less experienced with Mental Health and Substance Abuse
- g. Utility costs
- h. Food costs
- i. Lower rental fees in housing sector

**Forces and Trends: Societal, Cultural and other issues**

- a. Government
- b. Budget and program reductions, and restrictive policies
- c. Education costs are rising
- d. Loss of jobs due to economic conditions
- e. Longevity – people are living longer, and many need to be in the workforce longer
- f. Global economy: oil and gas prices
- g. Social isolation

**Forces and Trends: Areas where cooperation is required**

- a. Government
- b. Partner agencies
- c. Increased client ownership
- d. Communities to invest in the Vision
- e. Business sector, including Vendors
- f. Faith-based organizations
- g. Educational system: perhaps sliding scales for tuition

**Forces and Trends: These could affect our Strategic Plan over the three years of implementation.**

- a. Epidemics
- b. Funding
- c. Food availability (potentially limited because of floods, earthquakes, etc.)
- d. Political environment / outcome of elections
- e. War / conflicts

- f. Increased cost of medications made from shellfish
- g. Reduction in number of people choosing health care as a career
- h. Increased rules & regulations, including Health Care Reform
- i. Reduction in housing stock (supply)
- j. Age of staff of GHCAA; potential differences between Gen X and Gen Y
- k. End of ARRA funding
- l. When will the economy rebound, and what will that mean for job creation?

## **External Environmental Assessment Opportunities and Threats**

### **Opportunities**

We believe there may be opportunities in these areas, and some could be combined.

Securing private funding

Healthcare

Creation of a for-profit subsidiary corporation that provides fee-based services

Food drives (nutrition)

Involving youth (Early Childhood Education) to get them invested in communities

Consulting (providing expert fee-based services to other organizations)

Day care / night care (fee-based and other)

Sheltered workshop (both for potential income, and for job creation; also for the reciprocity principle (We've helped them; they help us.)

Market – We may have a “marketing plan,” however, it has not been shared within the Agency.

Volunteer program

Homeless shelter

Increased use of the “experts” among our employees

### **Threats**

These are significant potential or actual external constraints.

Political vagaries of funding

Current dependence upon Federal funds

Changes to healthcare might create needs we cannot address

As the economy improves, some of our employees might leave for “greener pastures” or if the economy worsens, needs may be unmet.

If the economy worsens, and ARRA ends on schedule, there will likely be demand for services that we cannot meet.

Our partners may not be as dependable because they may face similar cuts.

Growth in the immigrant population

We will be marketing with organizations that have more experience seeking private funding than we do.

We need to become more proactive and less reactive to clients’ needs. Otherwise the needs and our reactivity will keep us in crisis management mode.

Some organizations that are more flexible and adaptable than GHCAA may have an advantage in service delivery and fund raising.

Changes in educational systems may leave more children behind with a longer-term impact. Publicly-funded education is facing budget challenges created by the economy.

Remaining dependent upon Federal funds

Cyber security – loss of data

## **Internal Environmental Assessment STRENGTHS**

In order to complete this assessment, we did a review of Performance and Resources. Items judged “most important” are marked with asterisks (\*).

### **1. PERFORMANCE**

- a. We have collectively accomplished 71% (27 of 38) commitments in recent years. Sometimes goals are set and later evaluated to not be viable or chosen not to pursue.

- b. When the Agency has collectively delivered a high level of results, we believe the following factors have been significant to those accomplishments.

External forces (unanticipated, i.e., ARRA)  
 Otherwise for accomplishments based on our commitments:  
 Collaboration between departments  
 Working with clients to identify needs  
 Marketing  
 Staff skills and training  
 Clients feel comfortable with staff and environment  
 High levels of customer service to clients  
 Accessibility  
 More money to address problems  
 An increase in the needs of clients  
 The goal setting process  
 Many current staff members used to be clients.

- c. When the Agency has not collectively delivered the high levels of results (as compared to goals) what are the reasons for this?

Inadequate funding for some programs  
 Staff (number of, duties, time)  
 Too restrictive rules/guidelines  
 Not enough resources outside  
 Too generalized across programs (that is, we have generalist customer service workers)  
 Lack of communication (staff, customer); understanding other departments' needs, processes (silos)  
 External demands of regulators and funders' restrictive guidelines  
 Technology – did not have expertise  
 Lack of sufficient data collection  
 Too much busy work  
 Not proactive  
 Uncertain accountability

## 2. RESOURCES: People

- a. The top six (6) STRENGTHS are listed first.

Time Oriented /multi-taskers  
 Dedication  
 Integrity  
 Diversity

Compassion  
Pride

These STRENGTHS were also identified.

Intelligence  
Work ethic  
Expertise  
Stubbornness  
Adaptability  
Strive for excellence  
Team players  
Education  
Job knowledge  
Honesty  
Family oriented  
From the communities we serve  
Empathy  
Diverse skills  
Longevity  
Diverse personalities  
Problem-solvers  
Focused on purpose  
Creative  
Innovative  
Planners  
Goal-oriented

- b. The STRENGTHS of the BOARD were considered next. The top three (3) are listed first.

Dedicated  
Committed to the Mission  
Pride in communities and in the Agency

These STRENGTHS were also identified:  
Diversity (income levels)  
Longevity  
Knowledgeable (increased over the past 5 years)  
Geographically distributed  
Open-minded  
Team Players  
Involved (curious)  
Compassion  
Challenging

Flexible  
 Problem-solvers  
 Intelligent

- c. STRENGTHS: STUFF (equipment, facilities, processes, supplies, policies & procedures). The top four (4) are listed first.

Agency owns properties (physical service delivery locations) in nine  
 Counties

Technology  
 Software systems  
 Website

These STRENGTHS were also identified:

Building improvements  
 Updated equipment (what we do have)  
 Vehicles (transportation)  
 Strategic plan  
 Supplies  
 IT Policy  
 Office space, especially in our county offices (very good!)  
 Weatherization equipment  
 Marketing brochures  
 Annual report  
 Employee benefits  
 Employee wellness initiatives

**Internal Environmental Assessment  
 Internal Competencies**

<b>Internal Competencies: The Basis for Identification of CORE COMPETENCIES</b>
---------------------------------------------------------------------------------

These are things for which we believe GHCAA has “mastery.”

- Money management
- Knowledgeable about a wide range of community resources. We know where people can go for help. (This knowledge may not be accessible throughout the Agency.)
- Knowledgeable about our fields

- Customer service (especially in country offices); “one stop shop”
- Program delivery / implementation
- When there are urgent needs, we pull together.
- Development of affordable housing
- Mastered how to set up Women’s shelters
- High commitment of the workforce to Missouri’s citizens in poverty

**Internal Environmental Assessment  
LIMITATIONS (Weaknesses)**

**2 (d). The following sections are the identification of LIMITATIONS of the Agency’s people, the Board, and the “stuff.”**

**LIMITATIONS: PEOPLE (meaning employees)**

The top four (4) limitations are listed first.

- Over-committed (not enough time)
- Conflicting departmental priorities
- Inadequate number of staff (because of funding limitations)
- Lack of planning (domino effect, procrastination)

The following limitations were also identified:

Lack of shared understanding (contracts, departments)

Inadequate computer skills / technology

Personalities

Communication styles

Departmentalized education

Longevity (leading to support for the status quo, inflexibility)

Work ethic

Lack of time management skills

Confusion created by “too many bosses”

Solving too many problems (lack of focus because of attempting to address too many)

Assuming clients' problems  
 Stress management  
 Indirect communication and the grapevine  
 Limitations imposed by funders (the lack of administrative funding in some projects)  
 Stress of providing service to people in need  
 Lack of goal setting  
 Too many hours worked  
 Knowing our limitations  
 Lack of compassion for co-workers

#### **LIMITATIONS: BOARD**

The top Limitations are listed first.

- Lack of fiscal knowledge (the reports help) / lack of department expertise/knowledge
- Too much information in Board sessions
- (Lots of discussion about this) "Yes man" mentality  
 This may be due to a number of new Board members getting up their learning curves. The problem was more significant in the past.

These Limitations were also identified:

Time constraints  
 Not engaged during meetings  
 Bias toward own county  
 Lack of knowledge/responsibilities  
 Confusion over Consent Agenda  
 Not reading board packets / unprepared  
 Board training structure  
 Lack of Board retreats  
 Decisions based on second-hand knowledge

#### **LIMITATIONS: STUFF**

The top Limitations are listed first.

- Lack of office space
- Lack of equipment/supplies
- Lack of "flexible" money
- Lack of IT Disaster Planning (DP)

These Limitations were also identified:

Lack of storage space  
 Need for improvements to facilities  
 Lack of training space  
 Access to shared drive

Payment voucher processes  
 Lack or organization for policies and procedures  
 Phone systems  
 Inadequate feedback loops for progress up-dates  
 Communication – newsletter / Monday morning memo /website

### **LIMITATIONS: Work, Re-work, and Work-Arounds**

We all know that “work” is the way to be both efficient and effective. “Re-work” is “doing something over in order to achieve a quality outcome; it is expensive because the Agency pays for the outcome twice. “Work-arounds” can be caused by inadequate equipment, road blocks (either employees or processes), and custom. This is expensive. We identified these sources of Re-work as part of exploring our Agency’s limitations.

1. Lack of training (within a program, MIS, how processes are to be done, etc.)
2. Communication (giving clear instructions, good documentation)
3. Learning styles and learning curves (not being aware of them)
4. Inability to prioritize, set deadlines, being inflexible, lack of delegation
5. The requirements of funders changing mid-stream; unclear expectations
6. Re-scheduling because of meetings (client’s missing appointments, our own re-scheduling)
7. Technology – user errors; lack of training in the technology or the processes
8. Duplicate invoices and payment problems (double check correctness)
9. Failure to accept individual responsibilities; inadequate accountability provided by organizational systems (management, timely performance feedback, etc.)

We identified these problems causing Work-arounds.

1. Court systems and their continuances
2. Lack of comfort with technology
3. New regulations (i.e., HIPAA)
4. Staff turnover
5. Timeframes: funders and restrictions
6. Weather
7. Inconsistent manuals and/or documents
8. Client “no shows”
9. Lack of alignment among Agency procedures
10. Geographic dispersal
11. Lacking software to do our jobs more productively
12. Phone system (especially in county offices)
13. Machine failure; shared drive
14. Lacking the appropriate information to complete a task
15. Processes are not fully documented so we work around people
16. Lack of knowledge and/or clarity about “who is responsible for what”
17. Technology issues (scanner, phone, fax, software, computers)

NOTE: These lists are a further example of the Agency's Limitations. As additional processes are developed and documented, the issues identified in the Re-Work and Work-Around lists should be reviewed for potential improvements.

## **Internal Environmental Assessment STENGTHS and LIMITATIONS SUMMARY**

### **STRENGTHS**

We have many dedicated employees, team players, who are willing to do what it takes to alleviate the effects of poverty. We want to help people.

We have a physical presence and community representation throughout our service area.

We have had success informing, guiding and educating clients.

Diverse employee and Board based with a "pioneer spirit"

Well-respected in our communities and beyond; we have some unique services (i.e., women's shelter)

Longevity of employees and Board members

Fourteen county (9 full service and 5 limited services) collaborations with hundreds of Partners

The agency treats its employees with respect.

We use the occasion to collectively deal with challenges. We rise to the challenge in emergencies.

### **LIMITATIONS**

At times, we are understaffed, over-committed, and need better processes (in some programs).

Lack of flexible dollars that can applied to programs we need in this area

Lack of breadth of knowledge of Board members

Long and complex learning curve for staff because of the complexity/variety of programs and services

### Lack of a Disaster Recovery (DR) plan

Because of inconsistent processes, we fail to consistently serve clients in holistic manner (meaning: we may be serving clients in different programs and not know or track services, needs or progress effectively)

Our position descriptions are not tied to the Strategic Plan; lack of clear expectations  
We have fragmented priorities that sometimes lead to self- or function-centeredness (i.e., selfishness, turf issues)

There is going to be increased competition in social services (including CAAs).

### STRATEGIC ISSUES (5/24/10)

The letters on the right-hand side identify whether the issue is Current (C), on the Horizon (H) which means “during this three-year strategic planning period,” or in the uncertain Future (F). Issues identified with “F” require monitoring over the plan’s life. Members of the planning group whose names appear after the word “passion” have a particular interest in working on this issue.

1. What do we need to do to engage and better utilize community resources including volunteers? **C**

WHY? To build volunteer base, give volunteers opportunities for satisfaction, increase service to clients, enable staff to work on other issues, build on our successes engaging volunteers, takes many people to break the cycle, address burnout, share our strengths between counties  
PASSION:

2. What can the Agency do to increase unrestricted or flexible funds? **C-H-F**

WHY! Government funding is not guaranteed, not able to meet the needs of all clients due to restrictions on funding  
PASSION: Mary, Marvin

3. What can the Agency do to fully engage employees, and build/use their strengths? **C**

Why? Work smarter, expense of hiring/training, preventing burnout, capitalizing on individual’s expertise, having employees working at things about which they are personally passionate  
PASSION: Janeen, Alta, Janelle, Sandi

4. What can GHCAA do to empower our clients that also results in greater impact through integration of services (that we are allowed to serve in an integrated way)?

**C-H**

Why? To break poverty cycle, proactive not reactive, better service, collaboration across departments, clients could be enrolled once and we could “case manage” them more effectively, improved communication

PASSION: Jenny D-B, Cribb, Melissa

5. What marketing plan or approach would help GHCAA promote, sell and distribute our services effectively?

**C-H-F**

Why? Lack of community knowledge, no marketing plan; identify underserved or new markets, unmet needs that might lead to new services, impact on youth

PASSION: Terri, Jenn, Tim, Sylvia

6. What can GHCAA do to better engage youth in our communities?

**C-H-F**

Why? Break the cycle of poverty, proactive vs. reactive, youth are our future, unmet needs in community, generational poverty

PASSION: Tyson, Dianne, Tammy, Debbie D., Scott, Cheryl, Ann

7. What longer-term vision can we identify for our outreach offices?

**H**

Why? Overhead costs, service delivery close to clients, demand, efficient use of resources.

PASSION: Vern

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## LONG-TERM OBJECTIVES

Long-term objectives (LTOs) are broad initiatives, typically about building capacity, that are identified from the Strategic Issues. To accomplish the LTOs, use this process:

- a. Identify 3-6 employees who have an interest in the LTOs for a FY; a member of the Management Team is the chair of the task force. For assistance, see the “passion” lists with the Strategic Issues.
- b. Work together to discuss the objective, and create a viable Action Plan. Work from the Agency’s STRENGTHS as identified in this Strategic Plan.
- c. Gain approval for the Action Plan from the CEO and Management Team.
- d. Work the Action Plan to achieve the objective. Note that a series of small, two to three-month plans often are required.
- e. The contributions to the work of the LTOs by members of the Management Team and employees are in addition to their “regular work.” Ideally, these individual and collective results should factor into performance reviews and appraisals.

Long-term objectives are implemented and evaluated at their conclusion; however, their intent is to develop the infrastructure of the organization. In that way, they become building blocks for the future, and are eventually identified as among the organization’s key strengths.

### LTOs for FY 11

1. **To increase unrestricted and/or flexible funds for the Agency. NOTE: This is the transformational objective.** (This effort must begin in FY 11, but extends throughout the life of the Strategic Plan.)

After a proposal by the CEO, and considerable discussion, the planning group agreed that the targets are:

FY 11	10%	unrestricted funds (baseline is 4%)
FY 12	15%	“
FY 13	25%	“

By FY 20, the target is 45%.

- 2. To develop and begin to implement a master Marketing Plan to promote, sell & distribute the Agency's services.**
- 3. To engage and improve our use of community resources (including volunteers)**

#### **LTOs for FY 12**

- 4. To engage employees by building and utilizing their capacities.**

Note that this is commonly known as an "employee development process," intended to create a two-way positive exchange between employees and the organization. The employees give a lot, and they gain through intentional employee development plans. The participants wrote "assets, skills, expertise, knowledge, strengths" beneath this objective.

- 5. To empower clients through integration of the Agency's services.**

#### **LTOs for FY 13**

- 6. To create and begin to implement a longer-term vision for our outreach offices.**
- 7. To more effectively engage youth in our communities.**