



FY 2018-2023 Strategic Plan

**Colusa, Glenn, Trinity
Community Action
Partnership**



Contents

I. Overview of the Strategic Planning Process	1
<i>Introduction</i>	1
II. Executive Summary	2
III. History	3
IV. Methodology and Process	4
<i>Phase I</i>	5
<i>Phase II</i>	6
<i>Phase III</i>	6
<i>Timeline of Planning Process</i>	6
V. Community Profiles	7
<i>Board of Directors</i>	9
VII. Mission, Vision and Core Values	11
VIII. Trending	12
IX. Accountability	13
X. External Factors/Environmental Analysis	13
<i>Internal Strengths</i>	15
<i>Internal Weaknesses</i>	15
XI. Goals, Objectives and Strategic Priorities	17
<i>Strategic Objectives</i>	18
<i>Goal #1</i>	19
<i>Goal #2</i>	19
<i>Goal #3</i>	20
<i>Goal #4</i>	20
<i>Goal #5</i>	20

Goal #6..... 21

XII. Plan Implementation23

I. Overview of the Strategic Planning Process

Introduction

Every three years California Community Action Agencies are required to complete a community needs assessment to gather information for a community action plan as a condition to receipt of Community Services Block Grant (CSBG) funding. In 2015, the Department of Health and Human Services Administration for Children and Families Office of Community Services released Information Memorandum (IM) 138 which established Organizational Standards for CSBG eligible entities. Under Section 678B of the CSBG Act, State Lead Agencies are to establish “performance goals, administrative standards, fiscal management requirements and other requirements” that ensure an appropriate level of accountability and quality among the State’s eligible entities.

Each agency is required to carry out a needs assessment and planning activities and has substantial latitude on how to carry these actions out based on capacity, local need, Board needs or organizational developmental needs. The planning cycle is an extremely essential element in each agency’s fulfillment of the charge of all Community Action Agencies, to address local needs, develop and leverage local resources and promote community engagement in addressing local poverty related issues. Community Action is committed to eliminating poverty, and as such, has invested considerable resources in gathering and analyzing data to generate strategic directions to move the agency and the community forward.

The purpose of the Strategic Plan is to assist the Agency in establishing priorities and to better serve the needs of the community. This Strategic Plan is flexible and practical and serves as a guide to implementing programs, evaluating the success of those programs, and adjusting when necessary.

The FY 2018-2023 Strategic Plan reflects the thoughts, feelings, ideas, and goals of the Agency’s stakeholders and integrates them with the Agency’s mission, vision, and core values. The development of the plan required much discussion and examination of the views of the Agency’s leaders, customers, community partners, and other stakeholders.

This document represents the history and culmination of the strategic planning process over the past year. More important, however, will be the implementation of the plan over the coming five years. While shifts in culture, structure or priorities may be necessary to ensure a more effective, knowledgeable and sustainable agency given existing resources, we maintain that both the process and the ends must be consistent with Community Action’s values of inclusion and

cultural competence; organizational leadership shared among participants, staff and management; building partnerships across many sectors; and using an approach that respects the aspirations of all community members.

II. Executive Summary

The Community Action Partnership Board serving Colusa, Glenn and Trinity Counties, is in the midst of a challenging time of reflection, refinement and re-purposing. The strategic planning process challenged us to consider where the Agency has been and where we want to go in the future. Planning helped us look at current trends and determine if we are meeting identified community needs. It also guided us in defining and quantifying measures that will determine our future success.

We recognize that strategic planning is not so much about creating lists of things to do as it is about setting broad goals and ensuring that accountability measures are in place to move the Agency toward those goals while making critical adjustments based on local needs, available resources, capacity and the political will.

This plan is the result of several months of information gathering and analysis from consultants, staff, Board members, stakeholders, partners, participants and community members. More than 145 people shared data and ideas regarding the needs of people with low-income in Colusa, Glenn and Trinity Counties. The planning process produced a deliberate and proactive framework for adapting to the changing environment and assisted us in reflecting on how well we utilize resources to meet community needs. We developed a clear understanding of our mission, modifying it to better clarify our current and future work.

Within this plan are the county's responses on how we will define our services locally; what are our County's/Board's internal needs; and guidance on how we will meet these goals.

Some of the broad goals and objectives are clearly delineated while others are phrased as tasks to accomplish while others serve as guidance. Each of these will need further input and refinement from a broader base of community members, staff and Board members to determine priorities, next steps, accountability, and timeframes for completion or follow-up. The Strategic Plan is the most essential element of the work we do, it guides our mission and provides purpose for everything that we do.

The months' lengthy process was overseen by a Strategic Planning Sub-Committee comprised of board members, service providers, staff and a consultant. The consultant kept the process focused and well-documented, gathered detailed information from community forums, Board meetings and surveys; completed research and analysis, and helped determine the objectives, strategies and priorities detailed

herein. This same group of individuals will assure that this plan is followed and has built in accountability measures to ensure progress.

We would like to extend our sincerest gratitude to the local Housing and Continuum of Care Sub-Committees in each county that served as the Strategic Planning Committees in each of the three counties, the Community Action Partnership Board, staff at Glenn County Health and Human Service (Agency) and our community stakeholders for their contributions to the process. Their considerable time and effort helped to ensure the depth and quality of this Strategic Plan.

III. History

In 1964, Congress passed the Economic Opportunity Act (EOA) to begin America's war on Poverty. Because of this initiative, a network of Community Action Agencies (CAA) sprang up all over the country to address the causes of, and alleviate the impact of, poverty at a local level. As a companion document to the Civil Rights Act, which guaranteed equal opportunity for all, the EOA started a series of federal initiatives known as the "War on Poverty". The EOA provided a direct infusion of federal funds to local communities and called for "maximum feasible participation" of people with lower incomes in the process of identifying problems and developing strategies for achieving economic stability and prosperity. At a local level, CAA's are charged with coordinating federal funds and other resources and engaging citizens in the labor of "opening to everyone, the opportunity for education and training, the opportunity to work, and the opportunity to live in decency and dignity" (EOA, 1964).

The roots of Community Action's work are in intervention to alleviate the most immediate and destructive effects of poverty in the lives of individuals and families, as well as in the larger community. The overarching mission of Community Action has grown to include not only people who have lower incomes, but others who may be marginalized, such as immigrants, minorities, youth and veterans.

Community Action is an "umbrella" agency that provides the overall fiscal administration, leadership, policy guidance, support, coordination and collaboration required to successfully provide a wide array of essential services (direct or through sub-contracts), and actively contribute to local initiatives that are critical to building each County's capacity for positive change.

Our local CAP is overseen by the state's Community Services and Development Department (CSD) which has been designated by the Office of Community Services of the Administration for Children and Families in the U.S. Department of Health and Human Services.

IV. Methodology and Process

The Community Action Partnership's Strategic Plan (the Plan) is intended for use in future planning and to satisfy the requirements of the Community Services Block Grant program administered by the California Department of Community Services and Development.

The Plan is intentionally designed for consistency and compliance with the Results Oriented Management and Accountability (ROMA) standards. ROMA is a performance based initiative designed to promote greater effectiveness among agencies receiving Community Services Block Grant funding.

The essential tasks of coordination, facilitation, research, analysis and developing the Plan were outsourced to SiLK Consulting Group, a CSBG consulting firm located in Northern California.

The Strategic Plan's needs assessment analysis drew on qualitative and quantitative data and other sources of publicly available information within the region. Survey responses received from the survey tool were analyzed and the CAP Board and its partners provided several other reports and documents to include. The primary instruments included:

- Community Commons, Community Action Partnership, Community Needs Assessment Hub
- U.S. Census Bureau; American Community Survey conducted on behalf of the U.S. Census Bureau
- 2015 American Housing Survey conducted on behalf of the U.S. Census Bureau
- Small Area Income and Poverty Estimates (SAIPE) on behalf of the U.S. Census Bureau
- Department of Agriculture, Food-Nutrition-Assistance
- Public Tableau, CAP Assessment
- Studies and planning documents produced by governmental and non-profit entities, including: Trinity Community Health Needs Assessment; Mercy Medical Center Community Health Needs Assessment; Glenn County Community Health Needs Assessment
- Web-based Survey Tool
- Agency records provided by County staff

Phase I

On the onset of Phase I, the Agency formed a Strategic Planning Sub-Committee under the leadership of Suzi Kochems, of SiLK Consulting Group. Mrs. Kochems served as the facilitator for the strategic planning process and developed the needs assessment analysis and the strategic plan. The primary sub-committee members included:

- Bill Wathen, Deputy Director Social Services, Glenn County
- Christine Zoppi, Director, Glenn County Health & Human Services
- Bruce Roundy, City Councilman, Orland City Council
- Letty Garza, Director, Trinity County Health & Human Services
- Noel O'Neill, Director, Trinity County Behavioral Health Services
- Kim Vasco, Staff Services Analyst II, Colusa County Health & Human Services
- Esther Rosario, Social Worker, Orland Unified School District
- Caedy Minoletti, Director, Human Response Network
- Robin Smith, McKinney Vento Liaison, Glenn County Office of Education
- Donna Dennis, Program Manager, Colusa County Health & Human Services
- Liz Hamilton, Deputy Director, Trinity County Health & Human Services
- Mike Cottone, Program Manager, Trinity County Health & Human Services
- Bobbi Chadwick, Supervisor, Trinity County Board of Supervisors

During Phase I, Mrs. Kochems conducted quantitative and qualitative environmental analyses with County community forum groups that included County staff, service providers and elected officials, program participants and CAP Board members from each county. The quantitative analysis consisted of an online assessment that solicited feedback regarding the needs of low-income households, as well as demographic data.

The quantitative analysis consisted of an assessment tool that solicited feedback regarding the perceived internal strengths and weaknesses of the CAP/CAP Board and the external opportunities and threats. The qualitative analysis consisted of a series of meetings discussing and clarifying the results of the quantitative assessment, collecting additional data, identifying the major themes that emerged, applauding accomplishments and forward progress, as well as identifying areas or improvement. Every data collection engagement was designed to be open and inclusive, respecting the diverse perceptions, opinions and views of the individuals participating in the process across very different communities. Based upon the results of the data collection, the CAP staff categorized the key issues for each strategic path.

Phase II

During Phase II the sub-committee explored the emergency priorities and determined potential strategies for addressing those issues. The sub-committee determined that adopting a CAP specific vision and mission was progress toward supporting the overarching goals of CSBG. With the development of the vision and mission came the identification of key strategic priority and goals. The strategic goals are broad, qualitative statements that describe the desired results that will be accomplished by pursuing the vision and mission.

The sub-committee determined their desired outcomes, broad strategies and specific objectives. The objectives are statements of specific, measurable and time-bound results. Each objective was linked to the most appropriate of the five goals that would be addressed if the Agency were to be successful in achieving the objective.

Phase III

During the final Phase, the consultant and Glenn County staff presented the Strategic Plan to the Community Action Partnership Board for their review and final approval of strategic priorities and objectives for FY 2018-2026.

Timeline of Planning Process

Fall 2016	Strategic Planning Initiated
Winter 2016	Detailed customer/community surveys were developed and implemented. 149 customer/constituent, community and partner surveys were returned, tabulated and analyzed. <ul style="list-style-type: none">• Initial collection was via Survey Monkey and paper copy• Additional hard copy surveys were provided to staff and community partners to engage stakeholders who are not comfortable with online surveys
Winter 2017	3 Community Forums and one community collaborative were held to garner additional information from stakeholders and the community; 69 persons participated in the forum process and provided detailed input.

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Winter 2017	A detailed mission/vision/SWOT analysis was conducted. Mission and Vision statements were finalized; results used to inform the final development of the Strategic Plan.
Spring 2017	Final Strategic Plan development meetings and draft completed May 2017.
Spring 2017	Substantive review and update of the Strategic Plan. Development of the Community Action Plan; input received from staff and the CAO Board. Final adoption of the CAP in May 2017.

V. Community Profiles

Colusa, Glenn and Trinity Counties face similar issues with respect to poverty, unemployment, service access and transportation. Poverty rates in these counties are significant. The average poverty rate from 2009-2013 as cited by the US Census Bureau reveals a rate of 12.5% in Colusa County, an 18.8% rate in Glenn County and 19.2% in Trinity County. The unemployment rate in the three counties is consistently higher than the state average of 6.2%, with June 2015 figures from the Employment Development Department showing a 12.9% rate in Colusa County (ranked at 57 in the state), an 8.6% rate in Glenn County, and a 7.2% rate in Trinity County. It's worth noting that these most recent unemployment rates are low relative to prior years: In June of 2014, Colusa's rate was 15.5%, Glenn's approached 11% and Trinity's rate was 8.5%. The rural nature of the three counties distances them from urban centers where employment and other opportunities are prevalent. Service access is limited to only one or two towns in each county and transportation in and around the counties can be challenging.

In the picturesque communities of Glenn County, 20.75% of the households lived in a state of poverty during the 2011-2015 period; this average is 4.5% higher than the California household average. Since 2000 the poverty rate has risen by .7%; this is .9% lower than the poverty rate change for the state. Nearly 23% of all Glenn County female head of households are living in poverty while 27.3% of children ages 0-17 are living in a state of poverty, nearly 5% over the state average and 6% over the federal average. Seniors ages 65 and up living in poverty equate to 10.4% of the population. According to the U.S. Census Bureau, American Community Survey, unemployment in Glenn County sits at 9.9% which is 4% higher than the state and federal unemployment rates.

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According to the U.S. Department of Housing and Urban Development, Glenn County has a residential vacancy rate 4.2% nearly triple that of the state at 1.2% and slightly lower than the national average of 2.6%.

Median annual household incomes for 2015 were drastically lower than the national average coming in at \$39,349. 11.6% of the county's residents are still uninsured.

In the primarily agricultural communities of Colusa County the population has grown similarly to that of the state. The poverty rate in Colusa County is 14.97% which is fairly flat to the federal rate as of 2015, but a little over 1% less than the state rate for the same time. 22.2% of those in poverty in Colusa County are minor children under the age of 18. 14.2% of the total households in Colusa County are in poverty; a rate equal to that of the state and federal statistics. Colusa County has slightly fewer senior citizens in poverty.

There are more than 12% of the population in Colusa County that are not insured; which is significantly higher than the state and federal averages. Nearly 32% of Colusa County adults did not graduate from high school or pass the GED. An amazing 34% of the population lacks literacy skills which may be one of the reasons Colusa County's unemployment rate is one of the highest in the state at 21.2%-an actual decrease of .14% over the past year.

In Trinity County, the population growth has been relatively flat over the past fifteen years. There were 2,562 persons in poverty in Trinity County, or 19.5% of the total population during the 2011-2015-time period. Of the total households in poverty, the County demonstrated a 2.6% increase over the state average of 14.5%, coming in at 17.1% of households. One might consider the unemployment rate to be higher in a remote, small county such as Trinity, but the unemployment rate is 9.1% just about 3% higher than the state rate. Similar to Glenn and Colusa Counties, the median household income in Trinity County is \$37,669 and is far below both the state and federal averages. Although census data reports a rather high residential vacancy rate, local statistics prove quite the opposite. The number of uninsured persons in Trinity County is 8.7% equal to that of the state and federal rates.

In 1989, the Glenn County Human Resource Agency began implementing CSBG funding under the Federal Economic Opportunity Act of 1964. The public agency, through its community action division, provides free services to low-income residents in Colusa, Glenn and Trinity Counties who have experienced social, economic and educational barriers to self-sufficiency. Recognizing that there are very few service providers who focus on, and address, the effects of poverty, the CAP Board decided to address poverty using the most impactful strategies. This approach has improved access to a coordinated continuum of comprehensive programs and services designed to support families and strengthen economic security.

Board of Directors

The Community Action Agency is governed by an eighteen-member Board of Directors comprised of individuals from three community sections: private, public and low-income.

Private

- Lora Ceccon
- Elizabeth Kelly
- Joanne Overton
- Sandy Bechtold
- Letty Garza
- Vacant

Public

- John Loudon
- Keith Corum
- Bobbi Chadwick
- Kent Boes
- Vince Minto
- Bill Burton

Low-Income

- John Vafis
- Minnie Lawrence
- Debbie Moutter
- Phil Zabell
- Caedy Minoletti
- Vacant

The Colusa, Glenn, Trinity Community Action Partnership Board mobilizes responsibilities delegated by law to community action agencies. The CAP Board is responsible for assuring that the Lead Agency continues to assess and respond to the causes and conditions of poverty in the community, achieve anticipated family and community outcomes and remain fiscally sound through administrative efficiencies.

To build the capacity of providing pathways to self-sustainability, the Agency coordinates and has formed partnerships with organizations/agencies that serve low-income residents. By leveraging stakeholder capacity and strength, the Agency can coordinate and initialize comprehensive programs, services and projects that are integral to building and sustaining an enriched community.

Public Sector	Non-Profit	For-Profit	Faith-Based
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Colusa, Glenn and Trinity County Health & Human Service Agencies	Colusa County One Stop		Orland Food Pantry
Colusa, Glenn and Trinity County Behavioral Health, Public Health	Northern Valley Catholic Social Services		Orland Ministerial
Trinity Transit Glenn County Transit	Human Response Network		Willows Ministerial
Colusa, Glenn and Trinity First 5 Agencies	Dos Rios Continuum of Care		Trinity County Ministerial
Head Start	United Way		
Veteran's Services	Domestic Violence and Sexual Assault Coalition (Westside Domestic Violence)		
Area on Aging			
Colusa, Glenn and Trinity Counties Public Guardian			
Orland City Council			

VII. Mission, Vision and Core Values

The community vision is a guiding image of performance excellence that is believed to be achievable if enough agencies and organizations share the vision and strive to meet it.

The Promise of Community Action

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 are dedicated to helping people help themselves and each other.

Considering the community action promise, the Board reviewed its existing vision statement to determine if it captured the desired spirit of the Agency and community action movement. When developing the new vision, the Board envisioned what the future impact would be on our communities if the Agency and our stakeholders were to achieve what they set out to do and achieve our mission, goals and objectives.

Agency Mission

To respectfully assist citizens to achieve and sustain self-sufficiency through direct services, education and community partnerships.

Agency Vision

To become a convener of community services as a result of organizational excellence and superior financial stewardship

Core Values

Respect

We value the strengths and assets of all people and organizations with whom we partner. Fostering strong partnerships with County agencies, health departments, providers and community leaders to collectively improve outcomes for those persons in our communities.

Integrity

We believe in modeling professionalism, trustworthiness and accountability through honest listening, accurate information processing and following through on our commitments.

Responsible Stewardship

We are committed to careful stewardship of all human, natural and financial resources; we are environmentally responsible and we spend wisely the funds that are entrusted to us to invest in outcome based interventions.

Optimism

We believe that we can create a better future through innovation and societal change resulting in an improved quality of life for everyone.

Quality Improvement

We focus on continuous quality improvement in every aspect of the organization and in collaboration with our partners.

We promote diversity by accepting, respecting and valuing individual differences and capitalizing on the diverse backgrounds and experiences of our members, partners and staff.

VIII. Trending

The current trends explored during the strategic planning process were: advocating for safe and stable housing, improving community health and wellness, creating expanded pathways to healthy food and nutrition, understanding transportation concerns as a means to employment and health care (Trinity and Colusa), improving employment opportunities and the changing political environment. Affordable housing was noted by 86% of those participating in the assessment process as a potential focus area for the Colusa, Glenn, Trinity Community Action Partnership. This focus includes sustaining community programs that address the social determinants of health such as access to healthy nutritious food, as well as access to mainstream resources which ensures a healthier and vibrant community.

Creating expanded pathways to employment (such as addressing issues that prohibit people from getting jobs, such as transportation, and providing skills training to people to obtain available jobs and jobs that pay a sustainable living wage) were noted by more than 60% of those participating in the assessment. There was also an emphasis on addressing other barriers to employment, these were: 1) access to living wage jobs (\$15 per hr.); 2) access to childcare and associated costs; and 3) the uncertainty of supportive services for low-income wage earners as a result of a new political environment.

The need for affordable housing and coordinated ways of identifying and addressing housing concerns were also identified by the community forum participants across the region. These included: 1) housing conditions that included high rent and selective landlords; 2) the lack of decent rental units and vacancy rates; 3) emergency housing and permanent supportive housing for people who are homeless; 4) the creation of more

affordable housing in all communities; and 5) resources to fund an entity(ies) to actively serve as the lead entity for housing/homeless issues to advocate for local funding in support of housing development.

Also noted were the differences in services available in each county, such as access to health and wellness services from the local hospitals; both Colusa and Glenn County's hospitals were in some stage of reconfiguration/restructure. Other trends included the fear of deportation of immigrants due to the new political climate; a need for legal services primarily for Spanish speaking persons; homeless crisis intervention services are non-existent as are specialty care physicians.

IX. Accountability

ROMA is a performance-based management system that uses outcomes as its foundation for continuous program improvement and accountability. Community Action is about identifying and addressing the causes and conditions of poverty and ROMA helps us measure the program towards this. Assessment, planning, implementation and evaluation are at the core of ROMA.

The goals and objectives provided herein are consistent with the six broad anti-poverty goals developed by the Community Services Network. These Results Oriented Management and Accountability (ROMA) goals provide a framework for continuous growth and regular improvement for community action agencies.

These goals are:

- To ensure that all low-income persons have access to health care
- To ensure that the conditions in which low-income people live are improved
- To ensure that low-income families have access to the skills necessary to attain living wage jobs
- To provide planning, support, vision and leadership to communities in their efforts to address the needs of low-income residents
- Agencies increase their capacity to achieve results
- Low-income people, especially vulnerable populations, achieve their potential by strengthening family and supportive systems

The Colusa, Glenn, Trinity Community Action Partnership has established objectives, goals and strategies that are in alignment with ROMA goals. Each objective and strategy is connected to a timeframe for completion, a responsible party and the desired outcome(s).

X. External Factors/Environmental Analysis

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During Phase I, Mrs. Kochems quantitative and qualitative environmental analyses with the CAP Board and CSBG staff and obtained some feedback regarding their perceptions of the Agency's internal strengths and weaknesses and the external opportunities, threats and trends of the remote and industry environments. A SWOT analysis was conducted to audit and analyze the overall strategic position of the Agency/Board and its environment. The key purpose of the analysis was to identify the strategies that will create the Agency's operating model that aligns its resources and capabilities to environmental factors. SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats.

Internal Strengths

Strengths are the distinctive core competencies, capabilities and resources that are the foundation for the Agency's accomplishments and progress towards fulfilling the mission. Strengths are things that the organization is well-versed in or what we have expertise in the traits and qualities that staff possess (individually or as a team) and the distinct features that give your organization its consistency.

Internal Weaknesses

Weaknesses are the deficiencies in resources or competencies that can impede the Agency's overall performance. Weaknesses are the qualities that prevent us from accomplishing the mission and achieving full potential. Weaknesses are the factors which do not meet the standards we feel they should meet.

External Opportunities

Opportunities are favorable situations in the Agency's remote and industry environment. Opportunities are presented by the environment within which our organization operates. These arise when the organization can take benefit of conditions in its environment to plan and execute strategies that enable us to become more efficient or profitable.

External Threats

Threats are unfavorable situations in the Agency's remote and industry environment. Threats arise when conditions in the external environment jeopardize the reliability, profitability and capacity of the organization. Threats compound the vulnerability when they relate to weaknesses.



Internal Strengths

Board

- Key board members demonstrate commitment and participation
- Long-term, invested and experienced board members
- Board members have target population experience that demonstrates engagement

Agency

- Professional standards in communications and staff interactions
- Able to minimally meet state and federal deadlines
- Senior management is backed with support from the governing board
- Good teamwork, cooperation and reliance on one another
- At the front-line staff level, peer to peer support is highly successful
- Fiscal costs appear to be maintained

Internal Weaknesses

Board

- Frequency of full board attendance, participation and engagement at board meetings and trainings, especially from the elected officials (2 from each county)
- Board that doesn't know what they don't know; lack of understanding in CAP history, board's role and unified vision; need for leveraged funding

Agency

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- Lack of focus on Community Action; re-build talent base; no one leading the charge
- Limited capacity of assigned staff to provide adequate administrative support, i.e.- agendas, minutes, training, grant development, reports/dashboards, communications
- Lack of capacity within the Agency; no grant writers and no one to follow through on projects, programs, documents that are needed to progress CAP forward with integrity
- Scarcity of resource development; funds leveraging; program capacity building
- Insufficient number of resources within any county to support a decrease in federal funding for CSBG programs

Stakeholders

- Lack of community based organizations to develop and lead community engagement endeavors

Programs and Services

- Deployment of a formal survey/evaluation of programs and services offered to our participants
- Improved number of CAP programs, better coordination of CAP
- No allowance for flexibility; lack of staff to grow programs, services
- Staffing too diversified; no time to expand opportunities and engage in program development
- Absence of leveraged funding to support unmet need
- Political climate locally and federally is on uncertain ground; high probability that low-income services may be cut at a federal level

The purpose of the external assessment is to identify the trends and issues in the remote and industry environments that will have an impact on the organization over the next 5 years.

Political

The political issues and trends include factors relating to the political and funding trends and new or changing regulations and laws.

Social

The social issues and trends include factors associated with demographic data such as age, gender, family size, race, values and lifestyles.

Environmental

The environmental issues and trends include factors associated with environmental changes, energy assistance, renewal and conservation.

Economical

The economic issues and trends include factors relating to the housing market, unemployment, the economy and poverty.

XI. Goals, Objectives and Strategic Priorities

The strategic plan supports Colusa, Glenn, Trinity's overall objective of being an adaptive organization commonly known for consistent and efficient programming through direct service provision and its sub-grantee awards; the engagement, commitment and oversight of its Board; and working to build a strong collaborative reducing social determinants, addressing human needs and improving outcomes for those that we serve.

The top strategic priorities for 2018-2023 are:

1. Leverage partnerships to secure additional, sustainable funding
2. Build organizational capacity, improve infrastructure and expand strategic objectives through operational excellence
3. Increase capacity to make outcome-based decisions
4. Identify and market CAP as a lead agency in the convening and connecting of partners to develop and enhance programs and services
5. Improve quality and efficiency of people, programs and services

The newly created vision and mission, specific to the Community Action Partnership and its advising Board, aided us in creating goals that highlight the overarching themes which guide the Agency in its decision making and in the formation of strategic priorities and objectives.

After gathering and analyzing data from the environmental scan, the Board identified the issues that would have the greatest impact on the Agency and Board's ability to fulfill the vision and which opportunities must be focused on immediately to achieve the Agency's mission.

To select and prioritize the strategic issues that would be addressed over the next five years, the Board considered the following criteria:

Capacity Necessary for External Influence

The Board assessed the issues that the Agency/Board has in current capacity and influence to change.

Focus on Goals, Mission and Vision of the Agency

The Board ensured that every strategic issue that was considered a priority related directly back to the goals, mission and vision of the Agency.

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Goal #1

People with low incomes become more self-sufficient

(Org. Std. 6.2), (Family & Community Goal-ROMA)

OBJECTIVE

Continue to contract with service providers to offer exemplary existing and new-outcome based programming

STRATEGIES

Employment (NPI 1.1 & 1.2)

- Provide opportunities that improve the quality of life for residents throughout each of our counties. Low-income people achieve potential by strengthening family and supportive systems
- Continue to support Economic Development activities, bringing businesses to the region that create living wage jobs
- Strengthen and support the partnership with Weatherization for continued and expanded energy assistance programs

Education (NPI 1.2)

- Continue to support Family Resource Centers to provide supportive services providing the framework for household stabilization, educational attainment housing and energy and food assistance

Housing (NPI 1.2)

- Expand working partnerships with the new Housing Coordinator for outreach, engagement and collaboration
- Increase the number of homes weatherized
- Provide input and feedback to the Continuum of Care Coordinator on the coordinated entry process on mainstream benefits coordination and linkages
- Create better systems for intra-agency coordination of intake and services
- Engage in community resources and advocacy for homelessness prevention services and enrollment in health insurance
- Increase the number of affordable or supportive housing units available

- Through existing partnerships, such as the Wellness and Prevention Pilot, explore ways to better connect homeless/potentially homeless persons to prevention services, outreach and engagement and referrals to services
- Build upon existing programs and networks of homeless assistance partnerships for veterans, youth and specific sub-populations

Income Management (NPI 1.3)

- Consider expanding VITA program services in order to increase household income
- Advocate for living wage across the region

Emergency Services

Health, Wellness and Food Access (NPI 1.2)

- Explore ways to better connect program participants to mainstream resource through referrals and partnerships

Linkages (NPI 1.2)

- Explore the possibility of expanding public transportation hours of operation, number of stops and coverage areas (Trinity and Colusa)

Self-Sufficiency

- Increase advocacy and community effort that contributes to improving the conditions in which low-income people live, including strengthened linkages to education, jobs, financial literacy, homeownership, small business ownership and youth activities

Other

- Be an organization that stays informed and integrates best practices as it pertains to supporting people to stabilize and move out of poverty

Goal #2

The conditions in which people with low incomes live are improved

(Org. Std. 6.2). (Family & Community Goal-ROMA)

OBJECTIVE

Nurture citizen involvement through volunteer opportunities

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STRATEGIES

Citizen/Community Engagement (NPI 2.3)

- Keep community engagement, equal access and public policy advocacy work at the agency's core and integrated across programs
- Encourage participation of people with low-incomes in transportation policy and planning issues in the local area
- Increase by 2% the number of people engaged in volunteerism throughout our partner agencies
- Continue to support service providers in their use of volunteers in the provision of services

OBJECTIVE

Advocate for increased community resources and services

STRATEGIES

Community Improvement (NPI 2.1)

- Expand or re-engage partnerships that increase referrals to, and access to, affordable housing, living wage jobs, educational opportunities, job training and job retention

Goal #3

People with low incomes own a stake in their community

(Org. Std. 6.2), (Community Goal-ROMA)

OBJECTIVE

Increase Agency feedback and expand community volunteer possibilities and maximum feasible participation

STRATEGIES

Volunteer Opportunities (NPI 3.1 & 3.2)

- Encourage more participants to volunteer in community action programs and services and in community engagement activities
- Encourage more participants to register and vote in all public elections
- Provide support, encouragement and trainings for organizations wanting assistance with the development of policies of inclusion of low income representation on their boards
- Increase the number of people with limited incomes and resources represented in local organizations, boards and committees by

providing support, encouragement, and guidance to participants

- Actively recruit low-income persons to become members of the CoC, CAP Board and Wellness Pilot Project

Goal #4

Partnerships among supporters and providers of services to low-income people are achieved
(Org. Std. 6.2), (Community Goal-ROMA)

OBJECTIVE

Promote community leaders throughout the community to advocate for the end of poverty

STRATEGIES

Strong partnerships, strong community (NPI 4.1)

- All CSBG funded programs operate in partnership with other supporters and providers of services to people with low-incomes
- Improve the quality of all partnerships (e.g., accomplish shared vision and goals, mutual respect)
- Capitalize on the Board member's strategic thinking listening, coaching and leadership presence related economic privilege to inspire and motivate others towards actions that will relieve the consequences of poverty
- Continue to participate in the Wellness Pilot Project to expand resources and opportunities for low-income persons

Goal #5

Agencies increase their capacity to achieve results
(Org. Std. 6.2), (Agency Goal-ROMA)

OBJECTIVE

Increase our capacity to make outcome-based decisions

STRATEGIES

Agency Development (NPI 5.1)

- Articulate a shared vision and mission for the Agency; re-examine, clarify, lead, communicate and evaluate regularly

Helping People through Community Partnerships

- Discuss, re-evaluate, identify and communicate Agency priorities through the Agency mission, values, approach and vision statements
- Produce reports on key or select activities that demonstrate outcomes and results
- Promote healthy, respectful communication and transparency between providers, Board and Agency staff about each other's work, capacity, level of engagement and priorities
- Acquire and evaluate data accuracy; evaluate collection methods and evaluation methods

OBJECTIVE

Develop a stronger, more engaged Board/Board of Directors

STRATEGIES

Board Capacity (NPI 5.1)

- Continue regular Board education, training and opportunities active participation in Community Action activities
- Develop a stronger, more engaged Board through understanding of the history and development of Community Action; consider holding an annual/bi-annual retreat
- Establish board members training and tools that include information on all current programs, community action facts sheets and local community data while increasing opportunities for board members to develop innovative programs and understand and educate the community

OBJECTIVE

Enhance Agency-wide data gathering and ROMA standards to promote overall effectiveness, support Agency funding and community partnership activities

STRATEGIES

Operational Excellence (NPI 5.1)

- Provide annual ROMA training to the Board and Agency staff
- Increase sustainability with expanded work to grow donor base and fundraising
- Consider exploring revenue-generating activities to ensure self-sustaining and revenue generating service delivery models
- Determine how to measure customer satisfaction at least once a year and set up ways to capture this information for each program and the Agency as a whole

- Articulate logic models to systematically gather outcome data and customer satisfaction measures for all programs
- Stay informed about changes in national performance standards and the Agency's performance in relation to the standards
- Stay informed about ROMA-Next Generation reporting systems and incorporate them as required
- Update the community needs assessment every two years and share with key stakeholders
- Ensure that the Agency, service providers and Board make appropriate changes in ROMA-related systems in a timely way
- Leverage partnerships to secure additional funding
- Dedicate staff to secure resources and support for low-income programs; hire grant administrator
- Increase grants/partnership funding

Goal #6

Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments

(Org. Std. 6.2), (Agency Goal-ROMA)

OBJECTIVE

Continue to successfully work with community partners to increase the level and types of support we provide to low-income families

STRATEGIES

Strengthening Families (NPI 6.2, 6.3, 6.4, 1.2)

- Assist parents/family members and the greater community in advocating for the educational advancement of all children
- Explore the potential for investing broadly and deeply in one or two programs to achieve a more significant impact and outcomes
- Reduce barriers to family stability by making referrals for energy assistance and for housing assistance to 211
- Advocate for additional bus routes, bus stops and extended hours as a means of increasing employment and educational opportunities
- Continue to support food assistance programs
- Enhance viable transportation options in Colusa and Trinity Counties through public transit

XII. Plan Implementation

The Colusa, Glenn, Trinity Community Action Partnership's 2018-2023 Fiscal Year Strategic Plan will be implemented by the staff of the lead agency, the Glenn County Health and Human Services Agency, as well as the CAP Board. These two teams will align program plans and outcomes with the Agency's Strategic Plan.

At the sixth-month mark, the Board will review program reports and narratives from service provider agencies, as well as from Agency staff and will identify which of the strategic objectives are being addressed. If a service provider is falling short of their pre-determined outcomes, Agency staff will follow-up to determine the reasons and re-direct funds, if necessary. Each of the goals and objectives noted in this Strategic Plan addresses a change in the way that we have evaluated programs, addressed local issues or held administration accountable for compliance, training and communication-we recognize the need to communicate this with stakeholders and the community.