

Jefferson County Community  
Action Council, Inc.

STRATEGIC PLAN

2022-2025



## Mission

The CAC is continuing a commitment to restore and revitalize the quality of life in Jefferson County, and move the residents towards self-sufficiency. We achieve this goal by adapting and providing programs that are accessible, affordable, and culturally-sensitive to meet the needs of the community

## 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 we are dedicated to helping people help themselves and each other.

# Introduction

America was built on the promise that every family should have opportunity for success. Yet, the pandemic has made an already uneven economy and a good quality of life out of reach for too many Americans.

Strategic Planning helps nonprofits fulfill their mission. This mission cannot be achieved without Governing Board and Staff agreeing upon a common direction and committing its time and valuable and vulnerable resources to achieving agency success. This success will only occur with the input of elected officials, faith based and community partners, county residents and individuals that receive agency services.

## Overview

The Jefferson County Community Action Council, Inc. is a private non-profit organization, established in 1965 - one of a nationwide network of Community Action Agencies. As mandated by federal law, it is operated by a Board of Directors made up of one-third representation from the low-income sector; one-third governmental representation; and one-third private.

Meeting the needs of Jefferson County residents will always be first priority for the CAC; collaboration with other community agencies has become one of the most efficient ways to accomplish this goal. Since the CAC competes for grants to fund its programming, it enjoys the flexibility of designing its services to fit community needs. Jefferson County Community Action Council, Inc. utilizes national, state, local and private resources to provide service and opportunities to assist individuals. In meeting their emergency and long term needs, the organization is effective in making an impact and leading residents to self-sufficiency.

Through the Strategic Planning process the organization developed a plan to address the greatest needs as within Jefferson County which the organization has capacity to provide as well as opportunities to partner with other organizations to improve the lives of the residents of the county.

# Standards of Excellence

Along with over 900 other Community Action Agencies across the country, Jefferson County Community Action Council, Inc. follows the Organizational Standards of Excellence. The standards were established as part of an enhanced system for accountability and performance management in 2015.

The high quality Performance Standards assist CAA's across the country in providing high quality services to individuals and communities.

There are three categories within the standards are Maximum Feasible Participation, Vision/Direction and Operations/Accountability.

Specific Standards as outlined below address the Strategic Planning Process and Requirements.

- **Standard 4.2** The Organization's Community Action Plan is outcome-based, anti-poverty focused, and ties directly to the Community Assessment.
- **Standard 4.3** The Organization's Community Action Plan and Strategic Plan document the continuous use of the full ROMA cycle or comparable system (assessment, planning, implementation, achievement of results and evaluation). In addition, the Organization documents having used the services of a ROMA-certified trainer (or equivalent) to assist in implementation.
- **Standard 6.1** The Organization has an agency-wide Strategic Plan in place that has been approved by the governing board within the past 5 years.
- **Standard 6.2** The approved Strategic Plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.
- **Standard 6.3** The approved Strategic Plan contains Family, Agency, and/or Community goals.

- **Standard 6.4** Customer satisfaction data and customer input, collected as part of the Community Assessment, is included in the strategic planning process.
- **Standard 6.5** The governing board has received an update(s) on meeting the goals of the Strategic Plan within the past 12 months.

Participation from a diverse population within the county, including low income individuals, assists in meeting the requirements of additional standards below. Additionally the information can be utilized to help collect data for other agency needs.

- **Standard 1.1** the organization demonstrates low-income individuals' participation in its activities.
- **Standard 1.2** The organization analyzes information collected directly from low-income individuals as part of the community assessment

# Process

**STEP ONE:** The Jefferson County Community Action Council, Inc. sought participation from a number of valuable sources through a Survey. This survey was conducted online with no personal identification other than affiliation required. Full results of the Community Survey can be found in **Attachment B**. While individuals each identified an area where they felt they most fit, the majority of all participants are county residents and could possibly be customers served by the organization (representatives of the low income community). With the significant number of unduplicated individuals responding, the organization is confident that the responses to the Community Survey represent the interests of the majority of the county population.

## COMMUNITY PARTNERS

- Educational Community
- Private Business
- Community Partners
- Elected Officials
- Faith Based
- Other
- County Residents

CUSTOMERS (Families and Individuals served)

BOARD MEMBERS

EMPLOYEES

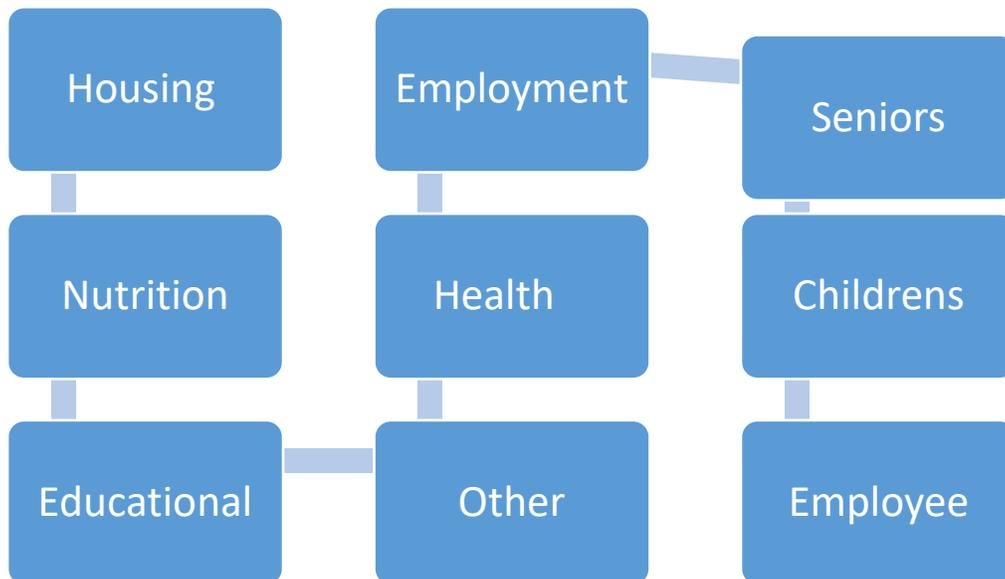
Staff were also asked to participate in an additional survey focusing on employment with the organization as a whole. Complete Survey can be found as **Attachment C**.

# Respondents

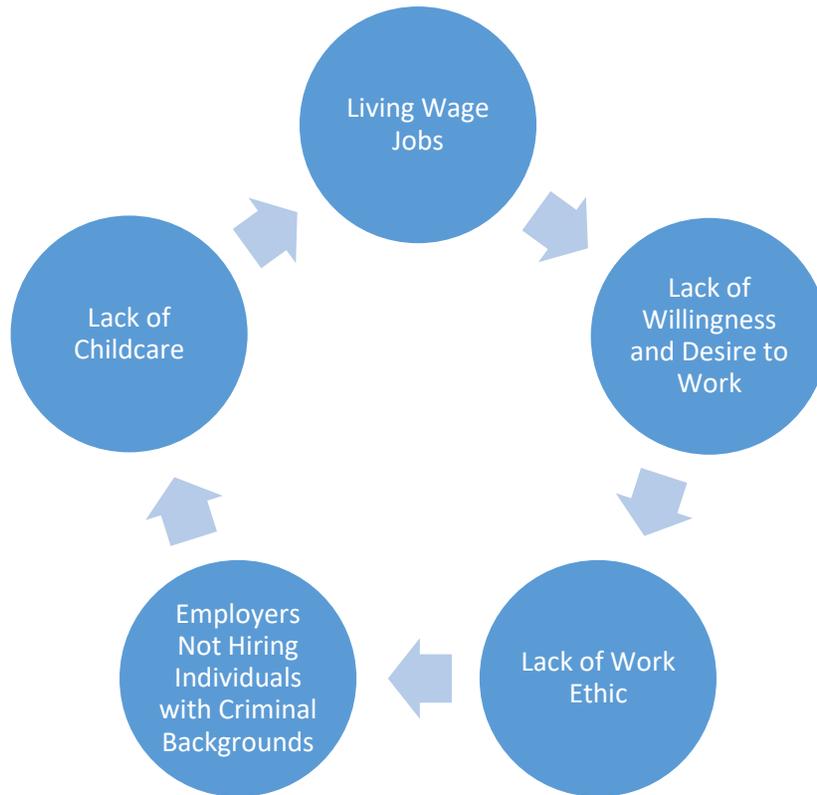


## SURVEY RESULTS

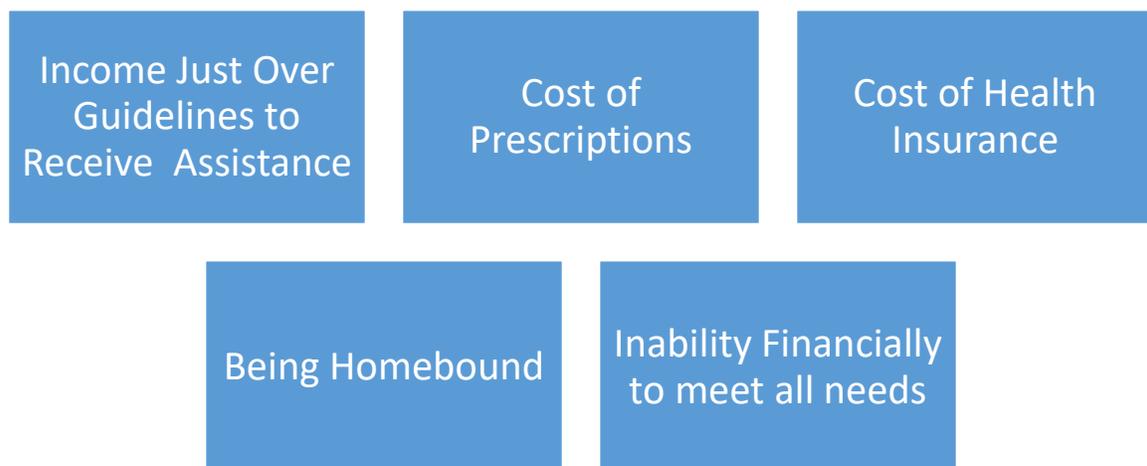
Individuals were asked to identify the top 5 areas of need within each category below.



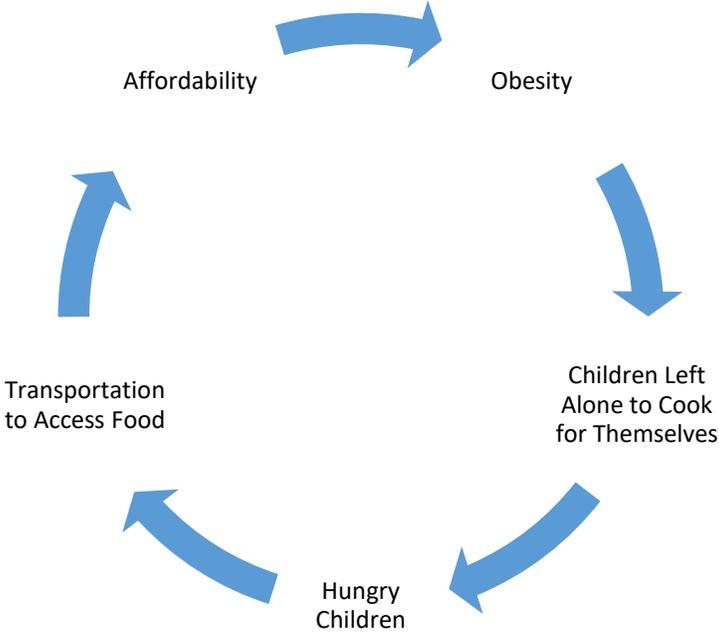
## Employment Needs



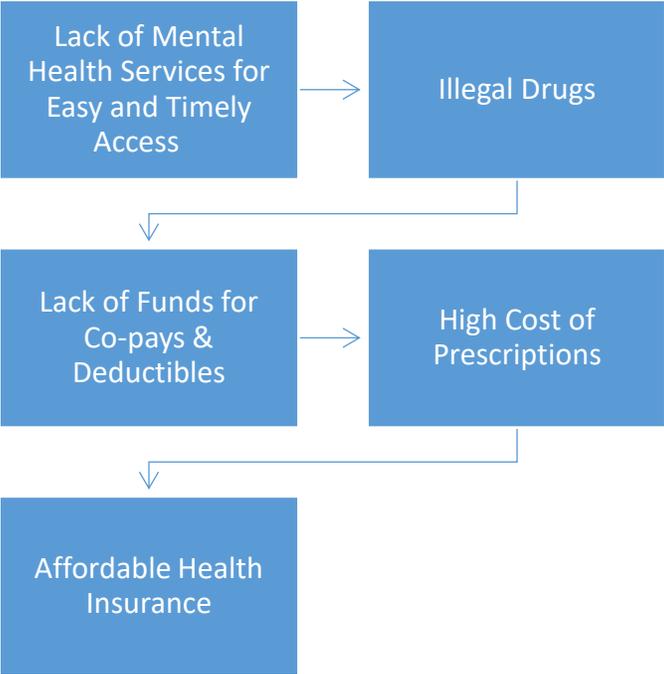
## Needs of Seniors



# Nutritional Needs



# Health Needs



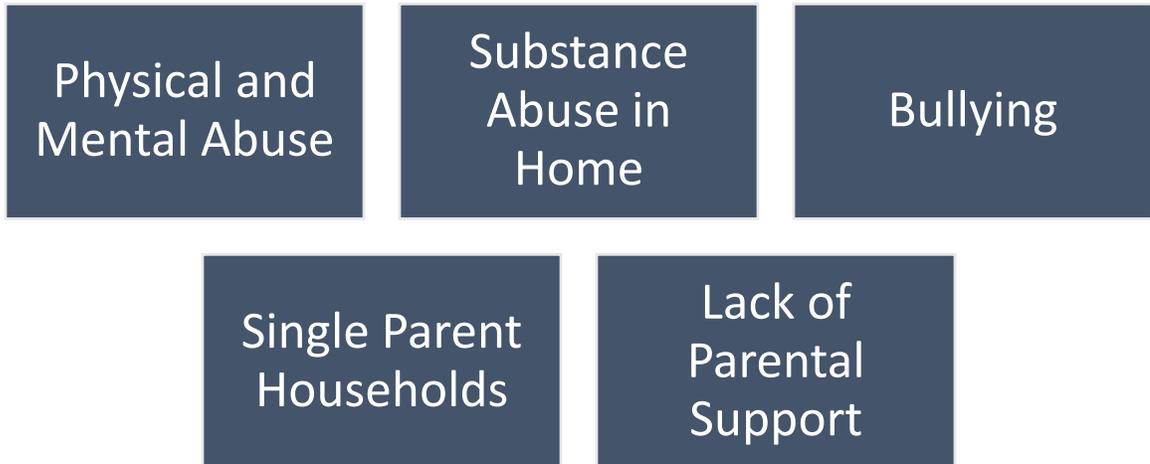
## **Educational Needs**



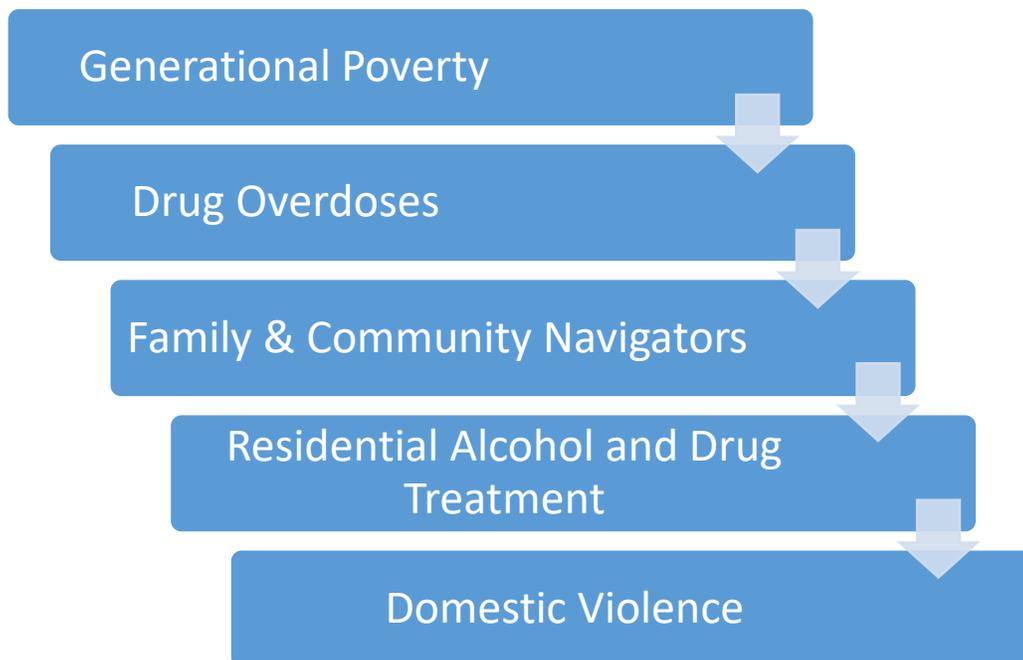
## **Housing Needs**



## Needs of Children



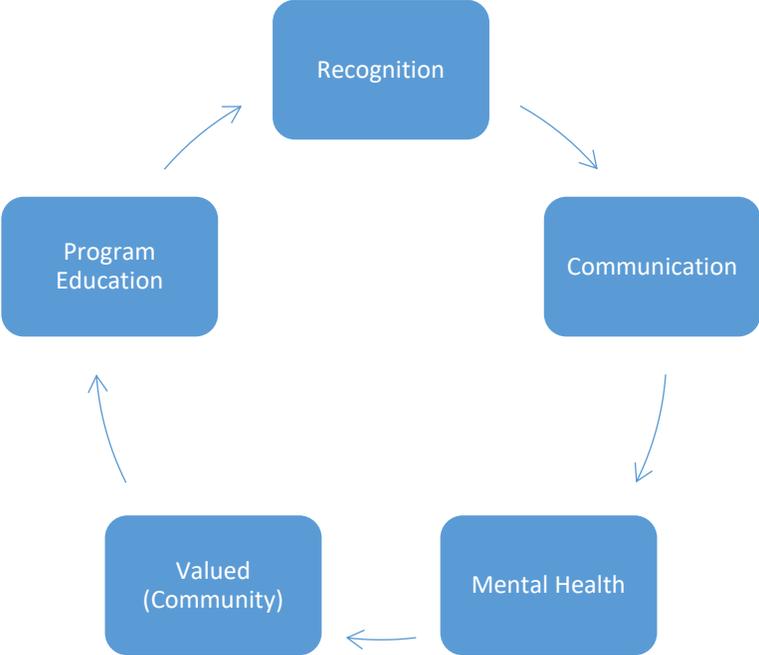
## Top 5 Additional Needs



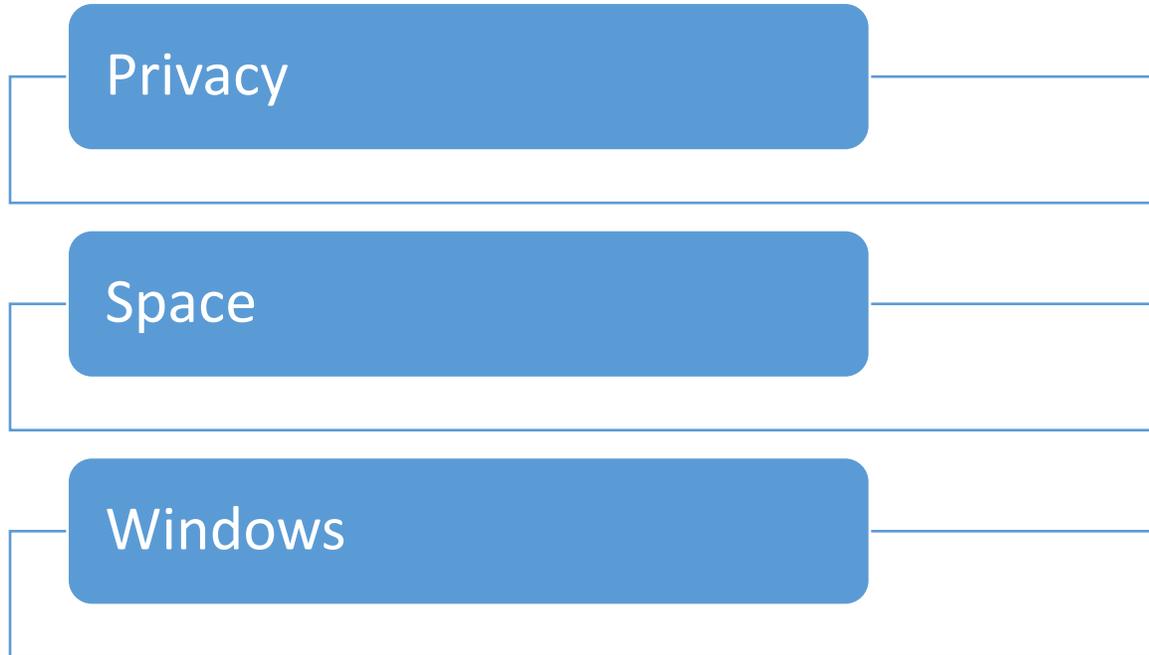
## Additional Responses



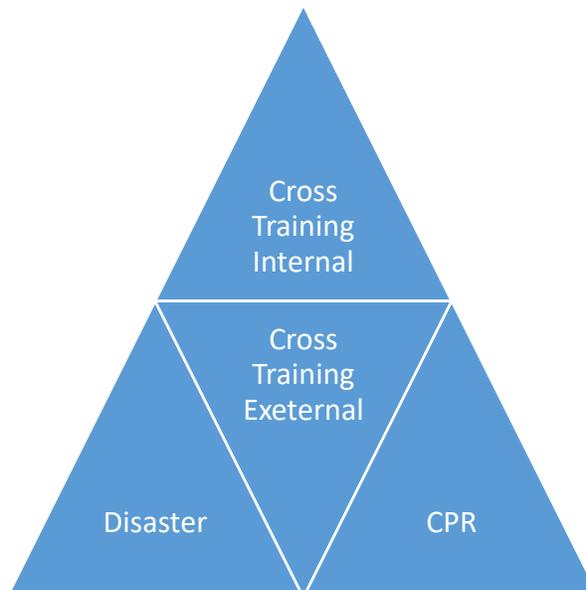
# Employee Responses—Engage and Empower



## Workplace Improvements



## Training Needs



**STEP TWO:** Administration and Board members met to review Community Assessment and Customer Satisfaction Results from past 3 years. The team reviewed survey results and prioritized needs in order to work towards developing work plans which contained Goals, Outcomes, Performance Targets, Strategies, Milestones and Timeframes.

Each areas was to address one or more of the following:

**Standard 6.2: Reduction** of poverty, **Revitalization** of low-income communities, and/or **Empowerment** of people with low incomes to become more self-sufficient

Each area was to address one or more of the following:

**Standard 6.3:** Community, Agency & Family

**STEP THREE:** Work plans were developed and included in [Attachment A](#).

Priority Areas for Work plans are as followed:

- ✓ New Housing Development
- ✓ Staff Retention
- ✓ Community Engagement
- ✓ Staff and Board Training and Development
- ✓ Community Skills Training

**STEP FOUR:** The Board approved the Strategic Plan.

**STEP FIVE:** The Governing Board will review progress every 6 months. At the recommendation of the Administration, additional changes may need to be made.