

2015

Strategic Plan

Missouri Ozarks Community Action

Plan Dates (February 2014 – 2017)



Missouri Ozark Community Action Strategic Planning Process

02/04/2015 – 02/06/2015

Mission: (Missouri Ozark Community Action Agency) We will empower our community, families, and agency, change lives and inspire hope.

Focus Question: *In the next 3 - 5 years, how can MOCA empower the community, families, and agency, change lives and inspire hope to achieve their vision?*

ENVIRONMENTAL ASSESSMENT				
Basic Facts & Data about our Current Situation	Strengths/ Accomplishments (internal)	Weaknesses/ Challenges (internal)	Opportunities/ advantages (external)	Threats/ Risks (external)
<ul style="list-style-type: none"> • Eight Counties • 1964 • 160 employees • 23 Board Members • Primarily rural – Phelps county largest; Rolla biggest city • 20 policy county members – working parents • Head Start in all counties • Poverty rate higher – 18.6 than state average 16.2% • Section 8 only in 4 counties 	<ul style="list-style-type: none"> • Highly passionate staff • Supportive management • Board understands mission • Board invested in community & agency • 4 ROMA trainers/dozen CCAP’s • Strong partnerships & relationships in the community • Well qualified staff – degreed & credentialed • A lot of long-term staff 	<ul style="list-style-type: none"> • Departments are siloed – no teamwork • Reduced budgets • Lack of space • Counties spread out –large area • Communication between departments gets lost 	<ul style="list-style-type: none"> • Community needs us • Good partnerships • Donated facilities • Solid reputation – “We can do” • Still serving all 8 counties • Strong Head Start Programs • Resource Development/ Advocacy 	<ul style="list-style-type: none"> • Office closings – people don’t think we exist anymore • Teens at risk • Knowledge of MOCA in rural areas is limited • Funding reductions – All programs • Dependent on restricted funding • Lack of infrastructure • No free wi-fi

NEEDS

- Living wage jobs – available
- Substance, crime, teen pregnancy
- Public transportation – very limited
- Post-Secondary education – too expensive
- Housing stock – substandard and expensive
- Childcare placement slots are too expensive and unavailable
- Healthy food options are limited
- Health opportunities – physical fitness, nutrition not available

Practical Vision

What do we want to see in place in 3 – 5 years as a result of our actions?

Access to Comprehensive Bundled Services	Re-commit to a Culture of Teamwork	Effective Marketing Plan	Participant Independence	Encourage Effective Communication	Create Agency Sustainability	Partnership Growth
<ul style="list-style-type: none"> • Increased accessibility • MOCA has developed a transportation system for clients • Intake process that gives information for <u>all</u> programs • MOCA working closer to assist customers/clients • Research service area for needs • Activity Centers for teens • Improve access to client services • MOCA has an intervention program for teens 	<ul style="list-style-type: none"> • An All Agency Retreat (Difficult to know what programs are being offered and difficult to work with other dept. when you don't know co-workers) • Team-building exercise – improve communication • Commitment to commitment • Keep it real – objective oriented • Board/staff training to create a unified team in one agency • Unified strategy for outcome access to programs – one stop help • Agency-wide poverty simulation training for empathy/understanding • MOCA staff working together as a team • Treating each other with respect. 	<ul style="list-style-type: none"> • MOCA has a well-established comprehensive, successful marketing plan • Increase advocacy • Clients know and trust that MOCA has well qualified staff • Legislative visits to inform • MOCA is the “go to” place for community support • Marketing all of MOCA/ expanding public relations 	<ul style="list-style-type: none"> • Be the customer’s escalator. The tool to move them <u>up</u> and <u>forward</u> • Long-term programs with long-term impact for families and community • MOCA’s economic Development Program is creating jobs • One size doesn’t fit all – individualism • Empowerment of self-respect for clients 	<ul style="list-style-type: none"> • Informed Board & Policy Council for greater outcomes • MOCA has a communication board/blog open for all staff use • Foster innovative strategies for Board, staff and community involvement • Open communication information sharing between programs 	<ul style="list-style-type: none"> • Financials not dependent entirely on grants • MOCA’s Resource Development Team is generating outside agency funds 	<ul style="list-style-type: none"> • Partnerships with young people to have better advantages • Greater partnerships outside agency • MOCA has Outreach centers open in all 8 counties • More affordable, safe and decent homes for people to live • Create more jobs with a living salary


Underlying Contradictions

What is blocking us from moving toward our vision?

Separated Programs	Limited Co-worker Respect	Undefined /Unestablished Marketing	Fragmented Communication System	Dependence on Restricted Funding	Inconsistent Training Opportunities Staff/ Board
<ul style="list-style-type: none"> • Priority of programs vs. Agency • Disconnect between programs • My team, your team mentality • Clear cut goals • Isolated Programs AKA silo effect • Agency unprepared & reluctant due to program silos and “comfort zone” • Partnerships are isolated by department • Each department has its own computer program • Absence of cross-trained staff • Underdeveloped process • Structure is unbuilt (disconnected systems) • Complex programs 	<ul style="list-style-type: none"> • Fear of reprisal • Respect between staff has been squashed • Personal Animosity • Absence of team culture • Complex personalities 	<ul style="list-style-type: none"> • Confusing agency identification • Unbuilt/unexplored marketing – plan needs focus • Absence of agency priority • Unexplored options & neglected priority • Newspaper not available • Participants uneducated toward independence • Restricted, unclear & complex opportunities/options • Reluctant participants • Customers feel they have no voice • Outreach centers unavailable 	<ul style="list-style-type: none"> • Misperception that communication actually happened • Under staffed • Unclear job expectations (Whose job is it?) • Reluctance to use computer/ internet • Partnership organizational structure missing 	<ul style="list-style-type: none"> • Inaccessible funding • Restricted funds • Reluctant to look “outside the box” • Afraid of change, for sustainability 	<ul style="list-style-type: none"> • Prejudice • Reluctance to use computer/ internet • Reluctant workforce • Not using proper chain of command • Partnership organizational structure missing


Strategic Directions

What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?

Provide Consistent Training	Provide Accessible Training	
<ul style="list-style-type: none"> • Regular Staff and Board Training • Comprehensive Training Plan • Have a III Agency Poverty Simulation • All Agency quadrant training • Training Quarterly HR Basics 	<ul style="list-style-type: none"> • Establish an online all agency learning site • Share Head Start’s Online Training • Training quarterly HR Basics • Comprehensive Training Plan 	 <p style="margin: 0;">Repurposing all Agency training to be consistent and accessible</p>

Strategic Directions *(continued)*

What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?

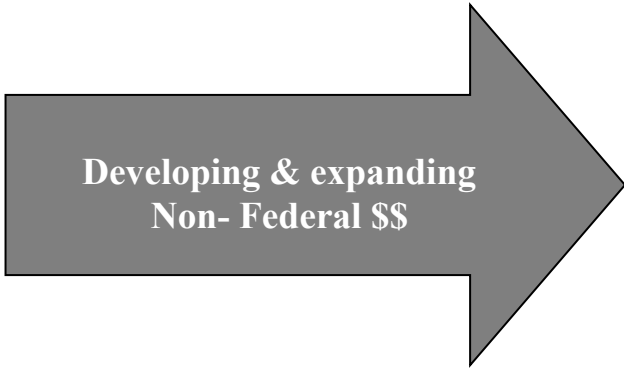
Increase Cooperative Efforts	Improve Communication	
<ul style="list-style-type: none"> • Implement a Cross Training Plan • Monthly document with a focus on specific MOCA service • Implement a interpersonal relationship training • Begin using MIS agency wide • Increase team building • Educate/Train staff about each program 	<ul style="list-style-type: none"> • Develop communication plan • Create Communication plan • Formalized communications tree • Inter-Agency blog 	 <p style="text-align: center;">Empower MOCA through Increasing Cooperative Efforts & launching Improved Communications</p>

Strategic Directions *(continued)*

What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?

Obtain Non-Federal Dollars

- Set a small goal to increase Non-Federal \$\$
- Find it/try it Non-Federal Funds
- Board implement fund raising for “seed” money



Strategic Directions *(continued)*

What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?

Promote MOCA

- Create All Agency brand & all departments use it
- Create Marketing Plan
- Decide who we are



Visualizing MOCA

First Year Accomplishments

Strategic Direction: Repurposing all Agency training to be consistent and accessible

Current Reality	1st Year Accomplishments	Success Indicators <i>(what would be different in 3- 5 years as a result of our actions)</i>
<ul style="list-style-type: none"> • Trainings are fragmented • YouTube is used/great resource • Orientation training • On-line required trainings in Head Start • Program Specific • Certain people get to attend trainings • Not everyone gets to attend training • No follow-up • Need to report out what we learned (Board too) • All Agency training is in place • No training needs • Trainings available through MACA • Temporary Access to training 	<ol style="list-style-type: none"> 1. Comprehensive needs assessment for training 2. Comprehensive training plan 3. System for reporting Board training 4. Create a training (tracking) database 5. Establish baseline for employee metrics 6. Report on results of customer satisfaction surveys 	<ul style="list-style-type: none"> • Comprehensive training plan (Timeframes established) • Tracking system of training attended • Board minutes reflect that training has been provided • Board would be more knowledgeable – follow up on gained knowledge • Less turnover • More informed staff • More productivity • Less absences • Less accidents/less injuries • Less worker’s comp claims • Maybe less insurance costs • Improved customer satisfaction

First Year Accomplishments *(continued)*

Strategic Direction: Empower MOCA through Increasing Cooperative Efforts & launching Improved Communications

Current Reality	1 st Year Accomplishments	Success Indicators <i>(what would be different in 3- 5 ears as a result of our actions)</i>
<ul style="list-style-type: none"> • Facebook – several social media networks used • Failure to communicate across programs • Monday morning management meeting • Mass email available (some don't use email) • MIS system • PROMIS system • ROMA person collects all numbers • ROMA person in every department 	<ol style="list-style-type: none"> 1. Employee blog site 2. Training on Google Apps 3. Applications distributed to programs 4. Communications plan created 5. Communication assessment 6. All clients are in MIS system 7. Everyone associated with MOCA goes through a poverty simulation 	<ul style="list-style-type: none"> • Employee blog • Monthly informational meetings – program oriented • Communication plan with a communication tree • Positive customer satisfaction survey • Employees are cross trained • Agency wide client tracking database

First Year Accomplishments

Strategic Direction: Developing & expanding Non- Federal \$\$

Current Reality	1 st Year Accomplishments	Success Indicators <i>(what would be different in 3- 5 years as a result of our actions)</i>
<ul style="list-style-type: none"> • Limited non-federal \$\$ • Received non-solicited non-federal \$\$ • In-kind • Very limited non-restricted, non-federal • No resource development plan • Resource development committee • Some ideas have been generated 	<ol style="list-style-type: none"> 1. Donor list established 2. Resource development assessment completed 3. Review of current resource development plan 4. Recommitment of resource development team 5. Training to the Board on roles and responsibilities on fund-raising 	<ul style="list-style-type: none"> • Self-supporting resource development employee • Donor list • Board members actively fundraising • Active resource development team established

First Year Accomplishments

Strategic Direction: Visualizing MOCA

Current Reality	1 st Year Accomplishments	Success Indicators <i>(what would be different in 3- 5 years as a result of our actions)</i>
<ul style="list-style-type: none"> • Not all employees connect back to MOCA • City of Richland doesn't think of MOCA as a major employer • Communities do not know MOCA • No MOCA brand • Outdated letterhead • Providing services in every county • 10 million dollars get returned to communities • See us as silos 	<ol style="list-style-type: none"> 1. Promotion of success on Social Media networks 2. Create a MOCA logo 3. Distribute logo on everything we do (signs, materials) 4. Phone script created 5. Collect success stories for binder 6. MOCA promotion (marketing) plan 	<ul style="list-style-type: none"> • MOCA as one agency • Recognizable logo • Binder of success stories • Increased client participation from outer counties • Volunteers (former clients) • Increased visibility – signs, billboards, newspapers etc.

First Year Calendar of Accomplishments

Quarter 1 *(Feb - April)*

Report on results of customer satisfaction surveys

Comprehensive needs assessment for training

Quarter 2 *(May - July)*

System for reporting Board training

Quarter 3 *(Aug - Oct)*

Comprehensive training plan

Establish baseline for employee metrics

Quarter 4 *(Nov/January 2016)*

Create a training (tracking) database



Repurposing all Agency training to be consistent and accessible

First Year Calendar of Accomplishments

Quarter 1
(Feb - April)

Quarter 2
(May - July)

Quarter 3
(Aug - Oct)

Quarter 4
(Nov/January 2016)



Applications distributed to other programs

Communication assessment completed

Employee blog site

Communications plan created

Training on Google Apps

Everyone associated with MOCA goes through a poverty simulation

All clients are in MIS system

First Year Calendar of Accomplishments

Quarter 1 (Feb - April)

Review of
current resource
development
plan

Recommitment of
resource
development
team

Training of the
Board on roles
and
responsibilities
on fund-raising

Quarter 2 (May - July)

Donor list
established -
ongoing

Quarter 3 (Aug - Oct)

Quarter 4 (Nov/January 2016)

Resource
development
assessment
completed



First Year Calendar of Accomplishments

Quarter 1
(Feb - April)

Investigate/
Research
Options

Quarter 2
(May - July)

Create a MOCA
logo

MOCA promotion
(marketing) plan

Phone script
created

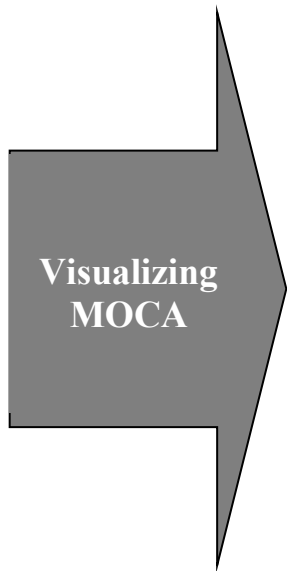
Quarter 3
(Aug - Oct)

Distribute logo
on everything we
do (signs,
materials)

Quarter 4
(Nov/January 2016)

Promotion of success
on Social Media
networks

Collect success
stories for binder



Strategic Plan 90-day Implementation Steps Worksheet

02-06-2015

Strategic Direction: Repurposing All Agency training to be consistent and accessible				
Report on results of Customer Satisfaction Surveys				
Action Steps		Who		When
<ul style="list-style-type: none"> • Distribute satisfaction surveys (Staff, customers, partners) • Collected and delivered to Executive Director • Prepare monthly review for Program Directors • Address any immediate needs 		<ul style="list-style-type: none"> • Gabrielle • Receptionist • Donna O. • Program Directors as needed 		<ul style="list-style-type: none"> • March • Daily • Prepared end of month; present next available meeting • Ongoing
Coordinator: Mary/Donna	Collaborators or Partners	Evaluation Measures	Resources Needed	Next Meetings
Team Members Gabrielle Donna O./Mary L.	Receptionist, Directors. Board	Staff Meeting Minutes Board Meeting Minutes	Head Start Survey All Agency Survey	02-16-2015

Strategic Plan 90-day Implementation Steps Worksheet

02-06-2015

Strategic Direction: Repurposing All Agency training to be consistent and accessible				
A comprehensive Needs Assessment in regards to training				
Action Steps		Who		When
<ul style="list-style-type: none"> • Identify/recruit Assessment Team members • Hold meetings in regards to training opportunities that are current • Hold meetings in regards to needed training opportunities • Document training needs assessment • Present assessment to Directors • Present assessment for Board review 		<ul style="list-style-type: none"> • Directors • ED, Directors & key staff • ED, Directors & key staff • ED, Directors & key staff • ED • ED 		<ul style="list-style-type: none"> • March • April • April • June • June/July • June/July
Coordinator: Mary/Donna	Collaborators or Partners	Evaluation Measures	Resources Needed	Next Meetings
Team Members Gabrielle Directors Key staff in training decisions	Board Members MACA OSHA FLSA	Meeting minutes Sign in sheets Completed assessment	OSHA requirements FLSA requirements Program training requirements	03-01-2015

Strategic Plan 90-day Implementation Steps Worksheet

02-06-2015

Strategic Direction: Empowering MOCA through increasing Cooperative efforts and Launching improved communications				
Applications Distributed to other programs				
Action Steps		Who		When
<ul style="list-style-type: none"> • Gather applications from each department – electronic only • Convert the forms to fillable PDF • Available online • Send email to all agency 		<ul style="list-style-type: none"> • Mary M. • Mary M. • Mary M. • Mary M. 		<ul style="list-style-type: none"> • Feb 13 • Feb 27 • March 2 • March 2
Coordinator: Mary M.	Collaborators or Partners	Evaluation Measures	Resources Needed	Next Meetings
Team Members Tawana Jenny	Melinda – Kyrie, Rhonda Mary L. Donna O. Donna H.	Will be online	Computers Forms	Feb 27

Strategic Plan 90-day Implementation Steps Worksheet

02-06-2015

Strategic Direction: Empowering MOCA through increasing Cooperative efforts and Launching improved communications				
Employee Blog site				
Action Steps		Who		When
<ul style="list-style-type: none"> • Look at different blogs • Decide what we want • Get approval to use/implement • Blog up and running 		<ul style="list-style-type: none"> • Tawana, Mary M., Jenny • Tawana, Mary M., Jenny • David Miller • Mary M. 		<ul style="list-style-type: none"> • Feb 27 • April 7 • May 1
Coordinator: Mary M.	Collaborators or Partners	Evaluation Measures	Resources Needed	Next Meetings
Team Members Tawana Jenny	----	Blog approval Application in place	Internet Google apps/Gmail	Feb 27

Strategic Plan 90-day Implementation Steps Worksheet

02-06-2015

Strategic Direction: Empowering MOCA through increasing Cooperative efforts and Launching improved communications				
Communication assessment completed				
Action Steps			Who	When
<ul style="list-style-type: none"> • Develop survey questions • Create the survey • Test the survey • Distribute the survey • Tabulate responses 			<ul style="list-style-type: none"> • All – Tawana, Mary M., Jenny • Tawana • Mary M. & Jenny • Mary M., Tawana, Jenny • Jenny 	<ul style="list-style-type: none"> • March 2 • April 7 • April 13 • May 1 due 7th • May 29
Coordinator: Jenny	Collaborators or Partners	Evaluation Measures	Resources Needed	Next Meetings
Team Members Mary M. Tawana	Supervisors Dept. Directors	Survey Monkey Test by supervisors Paper surveys	Questions Survey monkey	Feb 27 April _ , before distribution

Strategic Plan 90-day Implementation Steps Worksheet

02-06-2015

Strategic Direction: Developing & Expanding Non-Federal \$\$				
Review of Current Resource Development Plan				
Action Steps			Who	When
<ul style="list-style-type: none"> • Procure Resource Development Plan already established • Have Board review plan • Make changes/revisions/consensus 			<ul style="list-style-type: none"> • Barry/Gabrielle • Don/Judy/Barry/Gabrielle • Barry/Don/Judy/Gabrielle 	<ul style="list-style-type: none"> • February • March • March
Coordinator: Barry	Collaborators or Partners	Evaluation Measures	Resources Needed	Next Meetings
Team Members Don, Judy, Gabrielle, Heather	The Board	Committee minutes Board minutes	The resource development plan	End of May

Strategic Plan 90-day Implementation Steps Worksheet

Feb – April 2015

Strategic Direction: Developing & Expanding Non-Federal \$\$				
Training to the Board on roles and responsibilities on fund-raising				
Action Steps		Who		When
<ul style="list-style-type: none"> • Training put in Board agenda • Identifying training • Identifying trainer • Invite the Board • Training done - executed 		<ul style="list-style-type: none"> • Don/Gabrielle • Barry • Heather • David 		<ul style="list-style-type: none"> • March/April • Feb • Feb • March/April • April
Coordinator: Barry	Collaborators or Partners	Evaluation Measures	Resources Needed	Next Meetings
Team Members Don, Heather, Gabrielle, Judy Barry, David	MACA	Board Minutes	Training Material	End of February

Strategic Plan 90-day Implementation Steps Worksheet

02-06-2015

Strategic Direction: Developing & Expanding Non-Federal \$\$				
Re-Commitment of Resource Development Team				
Action Steps		Who		When
<ul style="list-style-type: none"> • Recommitted through Strategic Planning 		<ul style="list-style-type: none"> • Barry/Don/Judy/Gabrielle 		<ul style="list-style-type: none"> • February
Coordinator:	Collaborators or Partners	Evaluation Measures	Resources Needed	Next Meetings
Barry/Gabrielle Team Members Don Myers Judy Crawford	All MOCA employees, Directors and staff	How much we have moved forward over the last few months.	Cooperation, Attendance, participation	Last week of Feb

Strategic Plan 90-day Implementation Steps Worksheet

02-06-2015

Strategic Direction: Visualizing MOCA				
Investigate/Research Options				
Action Steps		Who		When
<ul style="list-style-type: none"> • MACADA decides if agencies will be a network or individual agency • Executive Director brings info back on what steps, summary of what we find out to Senior Staff; Senior Staff make recommendations • Executive Director/Senior Staff make recommendations to MOCA Board of Directors with proposal and branding • Board votes on new MOCA brand 		<ul style="list-style-type: none"> • David M. • David M. • Melinda & Donna H. • Board 		<ul style="list-style-type: none"> • Feb 11 • Feb 23 • April 23 • April 23
Coordinator:	Collaborators or Partners	Evaluation Measures	Resources Needed	Next Meetings
Team Members Melinda Donna H. David M.	MACADA MACA CAP Board Staff	Board Minutes MACADA minutes	Brand Ideas	02-20-2015 David, Melinda, Donna H. *email David of meeting 02-20- 2015 10:00 a.m.

