

Strategic Priority Area One: Service Integration

Outcome Statement: Participants will have seamless access to services that move them towards self-sufficiency.

Outcome <i>Outcomes we are willing to hold ourselves accountable for. What will change as a result of the action/strategy/objectives?</i>	Percent Complete	Highlights
1. CMCA participants will have seamless access to service that best meets their needs.	% Complete Included in new plan	Included in new plan but with revised action steps
2. CMCA staff will be knowledgeable and prepared to connect participants to services that can meet their needs.	% Complete Included in new plan	<ul style="list-style-type: none">• WFA approach developed and included training and job description updates• Evaluated WFA and created updated training plan targeting self-assessment findings on an annual basis• Included in the new plan are the concepts of service integration, internal referrals & cross training, but with revised action steps

Strategic Priority Area Two: Evaluation/Measurement

Outcome Statement: CMCA will capture unduplicated data that reflects our outcomes.

Outcome <i>Outcomes we are willing to hold ourselves accountable for. What will change as a result of the action/strategy/objectives?</i>	Percent Complete	Highlights
1. CMCA has Agency-Wide impact data	67%	<ul style="list-style-type: none">• Agency-level indicators developed & data dashboard created• Participated in Annie E. Casey data toolkit pilot• Created new position, Director of Research & Data• Carried forward to new plan - unduplicated count, quarterly review of identified indicators

2. CMCA will use impact data to guide management decisions.	50%	<ul style="list-style-type: none"> • Culture shift to data-based decision making and discussions on quality of data • Impact dashboard developed • Expanded CNA for new strategic plan with actionable goals • Expanded HS self-assessment with actionable goals
3. CMCA will use data to tell our story to stakeholders.	67%	<ul style="list-style-type: none"> • More professional visual representations of data in annual report & HS self-assessment • Consistent marketing/outreach using visual data • HR newsletter • Member success stories

Strategic Priority Area Three: Funding

Outcome Statement: CMCA will have flexible resources necessary to address reduction of poverty, revitalize low-income communities, and empower people with low income to become more self-sufficient.

Outcome <i>Outcomes we are willing to hold ourselves accountable for. What will change as a result of the action/strategy/objectives?</i>	Percent Complete	Highlights
1. CMCA will increase philanthropic funding by 100% in FY18 and 20% in each year thereafter.	100%	<ul style="list-style-type: none"> • Created development plan • Carried idea of committee forward to new plan with new structure • Developed monthly donor plan and doubled number of monthly donors • Nearly doubled retention of donors and have reduced lapsed donors • Steady increases in individual giving since 2018
2. CMCA programs will identify needs that can be filled through philanthropic giving.	All in progress	<ul style="list-style-type: none"> • More unrestricted funds are being received to address disaster/crisis relief • Carried forward to new plan - streamlining the process of identifying needs, coordinating fundraising efforts and distributing funding

Strategic Priority Area Four: Excellence

Outcome Statement: CMCA will be an agency of internal and external excellence that addresses reduction of poverty, revitalizes low-income communities, and empowers people with low incomes to become more self-sufficient.

Outcome <i>Outcomes we are willing to hold ourselves accountable for. What will change as a result of the action/strategy/objectives?</i>	Percent Complete	Highlights
1. CMCA will have a clear consistent brand with consistent messaging.	100%	<ul style="list-style-type: none"> • Updated agency website, consistent and professional marketing materials • Upgraded CMCA signage
2. CMCA's culture reflects its values.	50% Included in new plan	<ul style="list-style-type: none"> • Values incorporated into social media, marketing, and messaging • Included in new strategic plan
3. CMCA will be an agency that embraces all cultures to best serve our participants.	Included in new plan	<ul style="list-style-type: none"> • Idea carried forward to new plan as DEI committee with new action steps • Disaggregated data included in agency impact metrics.
4. Become a trauma informed agency	50% Included in new plan	<ul style="list-style-type: none"> • Principles of trauma informed care begun to be integrated into agency culture • Staff trainings • HS Trauma Smart grant to multiple departments • Staff focus groups and surveys • Sub-committees created • Adopted state trauma-informed framework • Incorporated into employee recognition • Included in new plan with different action steps

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CMCA Values Cloud-May 2021



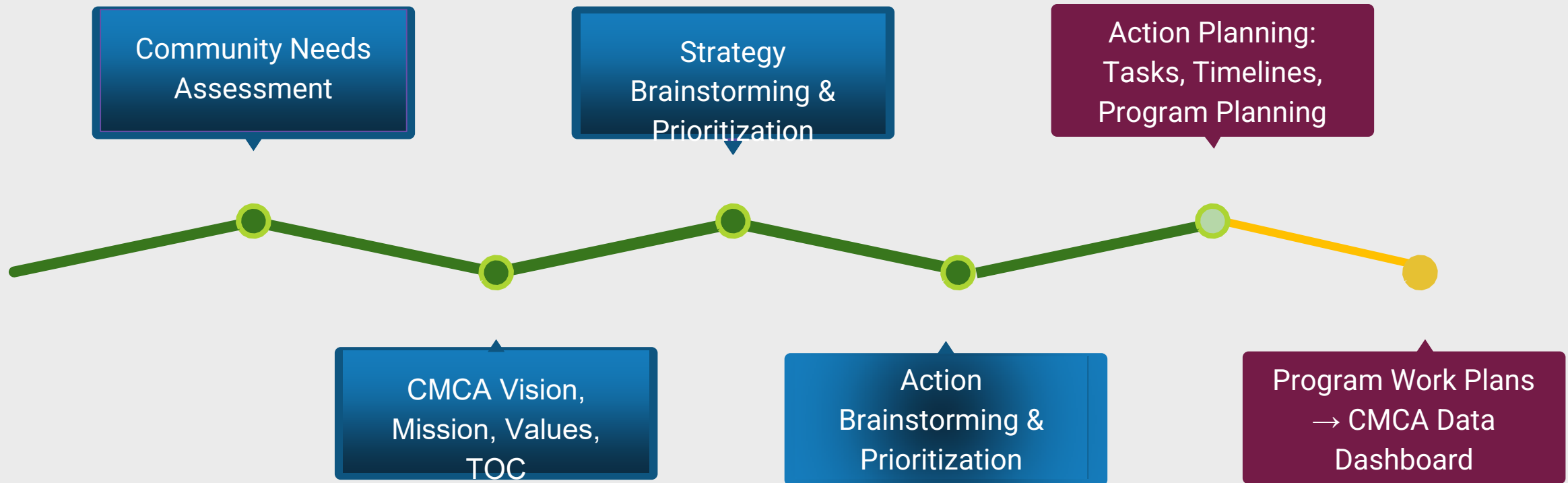
FY2021-2024 Strategic Planning Process

Brooke Eskridge, Family & Community Services Director

CMCA Board Meeting
September 23, 2021



Strategic Planning- The Process



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CMCA Values Cloud-May 2021



CSBG Organizational Standards: The “Why?”

- Organizational Standards of Excellence were developed in 2012 as a part of a broader effort to enhance the accountability and organizational performance of CSBG funded programs.
- OCS released [*IM138, State Establishment of Organizational Standards for CSBG Eligible Entities*](#) by FY2016.
- The Standards comprise nine categories, including 58 Standards for private non-profit organizations.
- Agencies are expected to meet **100%** of the Standards.
- Standards are linked to Results Oriented Management and Accountability (ROMA), CSBG Act, and U.S. Office of Management and Budget (OMB) guidance.

CSBG Organizational Standards

Maximum Feasible Participation

1. Consumer Input and Involvement
2. Community Engagement
3. Community Assessment

Vision and Direction

4. Organizational Leadership
5. Board Governance
6. Strategic Planning

Operations & Accountability

7. Human Resource Management
8. Financial Operations and Oversight
9. Data and Analysis

CSBG Organizational Standards: Vision & Direction-Strategic Planning

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.

- CMCA has had Board approved Strategic Plans in place since 2007.
- Current Strategic Plan 10/01/2017-9/30/2021, adopted 9/28/2017 and approved for extension through Sept. 30, 2021 on 2/28/2019 by Agency Board of Directors.
- The new Strategic Plan will be aligned with the agency budget year effective October 1, 2021 – September, 2022.

CSBG Organizational Standards: Vision & Direction-Strategic Planning

Standard 6.2: The approved Strategic Plan addresses reduction of poverty, revitalization of low-income communities &/or empowerment of people with low incomes to become more self-sufficient.

- CMCA's Strategic Plan aligns with the Promise of Community Action.
- Our Plan describes our vision for a future without poverty.
- Agency's mission all contains key elements of this standard.
- Strategic Plan outlines specific outcomes to reducing poverty & empowering low income individuals.

CSBG Organizational Standards: Vision & Direction-Strategic Planning

Standard 6.3: The approved Strategic Plan contains Family, Agency, and/or Community goals.



- Employment & Work Supports: Family & Community
- Quality Housing: Family & Community
- Financial Education & Income Supports: Family & Community
- Diversity, Equity & Inclusion: Community
- Agency of Excellence: Agency

CSBG Organizational Standards: Vision & Direction-Strategic Planning

Standard 6.4: Customer satisfaction data and customer input, collected as part of the Community Assessment, is included in the strategic planning process.

- The Strategic Planning process *started* with the FY20 Community Needs Assessment.
- Sources of input include: primary data, member surveys, community surveys, community conversation
- Customer Experience and Coaching/Member Survey being developed in FY22 by CMCA's Data Team in response to the Strategic planning process

CSBG Organizational Standards: Vision & Direction-Strategic Planning

Standard 6.5: The governing board has received an update(s) on meeting the goals of the Strategic Plan within the past 12 months.

- April 22, 2021- Results Based Accountability (RBA) & Strategic planning process presentation
- July 22, 2021 and August 26, 2021 Strategic Planning training and/or updates provided to governing board
- Sept. 22, 2021- FY2017-FY2021 Strategic Plan accomplishments highlighted

FY21-24 CMCA Strategic Plan

- Employment & Work Supports
- Quality Housing
- Financial Education & Income Supports
- Diversity, Equity & Inclusion
- Agency of Excellence

STRATEGIC PLAN

2021-2024

VISION

CMCA envisions communities without poverty.

MISSION

Build Relationships to empower people, strengthen resilience, and improve quality of life for all members of the community.

STRATEGIC PRIORITIES

Employment & Work Supports
Quality Housing
Financial Education & Income Supports
Diversity, Equity & Inclusion
Agency of Excellence



Employment & Work Supports

Outcome Statement: All people in the CMCA service area have quality employment opportunities. Outcomes include:

- People are prepared for employment.
- People have access to childcare.
- People have access to transportation.
- Entrepreneurs have supports necessary to start their own business.

Quality Housing

Outcome Statement: All people in the CMCA service area have quality housing options. Outcomes include:

- Landlords and tenant build relationships.
- Landlords accept rental assistance.
- Housing members have access to coaching services.
- Housing projects are developed.
- People are supported in home ownership.
- Existing housing stock is improved.

Financial Education & Income Supports

Outcomes Statement: All people in the CMCA service area have economic stability. Outcomes include:

- Financial education partnerships and services will be developed.
- Financial Opportunity Center® services are expanded.
- People have access to health insurance.

Diversity, Equity & Inclusion

Outcomes Statement: All people in the CMCA service area have equitable opportunities to succeed. Outcomes include:

- Members contribute to program planning and service delivery.
- Members have skills and opportunities to advocate for themselves and their communities.
- Minority-led and Minority-focused community groups have CMCA's support.

Agency of Excellence

Outcomes Statement: CMCA is an agency of excellence that addresses reduction of poverty and empowers people with low incomes to become more resilient. Outcomes include:

- CMCA has more flexible resources.
- CMCA is a trauma-informed agency.
- CMCA provides seamless access to agency services.
- CMCA provides transparent programmatic and community data for internal planning and external partnerships.

FY21 Strategic Planning Timeline

	Step	Timeline	Purpose
✓	Community Needs Assessment	FY20 with additional data analyzed Nov 2020-March 2021	Review of data leading to identification of community needs (needs statements) and whose need it is (family, agency, community)
✓	Identify Priority Strategies	March 2021- June 2021	Identification of strategies to address priority needs identified in CNA
✓	Strategic Action Planning	August- mid September 2021	Outline action steps, tasks timelines & persons responsible to enact the plan, CSBG FY22 Work Plan created
→	Strategic Plan Implementation	Oct 2021 - Sept 2024	CMCA Data Dashboards will track our progress toward attaining outcomes

Next Steps - September/October

- CMCA Board approval- Vision Statement- 9/23/2021
- CMCA Board approval- Strategic Plan- 9/23/2021
- CMCA Board approval- FY22 CSBG Work Plan- 9/23/2021
- Submit final FY22 CSBG Work Plan to Community Services Unit-9/23/2021
- Submit final Strategic Plan to state- 9/30/2021
- Implement Strategic Plan- 10/01/21
- Data Dashboard mapping- 10/01/2021 ongoing with quarterly reports