

DARLINGTON COUNTY COMMUNITY ACTION AGENCY

STRATEGIC PLAN (2017 – 2022)

GOALS AND OBJECTIVES



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DARLINGTON COUNTY COMMUNITY ACTION AGENCY

Strategic Plan Approach

Darlington County Community Action Agency's Strategic Plan describes strategies to accomplish specific goals and objectives to achieve the vision upon which the organization's success will be measured. The governing body, the Board of Commissioners, the Policy Council and the staff of the DCCAA have worked to develop both a realistic and forward-thinking strategic course with both short and long term goals. Diligence and commitment to this course will help to propel DCCAA to a position of prominence as the chief poverty fighting agency which is both consistently and predictably impacting the lives of the low income citizens of Darlington County in a positive manner. This includes both assisting them to meet their immediate needs while also facilitating, on a longer term basis, their achievement of a sustainable level of self-sufficiency.

Agency History

The Darlington County Community Action Agency is a public, non-profit agency that was established in 1965 by the County Delegation under the authority granted by the General Assembly of South Carolina in Act #314 as part of the Great Society programs under President Lyndon B. Johnson's war on Poverty. As the county's designated poverty fighting agency, DCCAA is responsible for fulfillment of the Economic Opportunity Act, including "securing of all available local, state and federal resources to assist low income families and low-income individuals to attain the skills, knowledge, and motivation to become self-sufficient."

Agency Organization

The Board of Commissioners, currently comprised of 15 members, is the governing authority of DCCAA. Mandated by federal statute to maintain tri-partite representation, one third of the Board's complement must come from each of the following categories: 1) public officials or their designees; 2) representatives of the poor; and 3) representatives from business/community organizations. DCCAA provides human and economic developmental services which are designed to alleviate the causes and characteristics of poverty in Darlington County.

In order to be in compliance with its largest program requirement, the Agency must establish and maintain a Policy Council

for Head Start / Early Head Start (HS/EHS). The Agency administers the following programs: Head Start, Community Services Block Grant (CSBG), Low Income Home Energy Program (LIHEAP), Emergency Solutions Grant Program (ESG) and Summer Foods. These programs comprise the core component services provided by the Agency. Support services are provided to these divisions by the Fiscal Department and the Human Resources Department.

Mission and Vision

Mission

The mission of DCCAA is to promote sustainable economic self-sufficiency by eliminating the causes of poverty through partnerships and programs to improve the standard of living of low income individuals and families.

Vision

Our vision is to be the premier agency in delivering exceptional services to low income children and families through effective program implementation and innovative partner collaboration.

Programs and Services Offered

Administration (IDC): Administrative Offices which includes the Board of Directors, Executive Director, Human Resources Department and Finance Department.

Community Services Block Grant (CSBG): General Emergency Assistance, Energy Assistance, Housing Assistance, Youth Leadership Program

Low Income Home Energy Assistance Program (LIHEAP): Emergency and Non-Emergency Household Energy Assistance consisting of electric and heating assistance.

Head Start: A Comprehensive Federal Preschool Program for low-income families and their children three to five years of age.

Summer Food Service Program (SFSP): A program that helps provide public school age children in Darlington County communities a balanced and nutritious meal during the summer months while public schools are not in session.

SC Voucher Program (ABC): A provides financial assistance to eligible families to help them pay for child care so parents can work or go to school.

Child and Adult Care Food Program (CACFP): A federal program that provide meal reimbursements to child care providers to serve nutritious meals as a part of their program. The program meet USDA guidelines for meals that help children grow and develop in a healthy way. The program provides breakfast, lunch, and snacks at no charge to families which can help make the program more affordable.

Emergency Solutions Program (ESG): Homelessness prevention (rental housing) and rapid rehousing of homeless persons.

ROMA Statement

Results-Oriented Management and Accountability (ROMA) is the performance-based initiative designed to preserve the anti-poverty focus of community action and to promote greater effectiveness among agencies providing services under a Community Services Block Grant (CSBG) Program. Darlington County Community Action Agency's Strategic Plan has incorporated the following six broad, anti-poverty ROMA goals:

Goal 1: Low-income people become more self-sufficient.

Goal 2: The conditions in which low-income people live are improved.

Goal 3: Low-income people own a stake in their community.

Goal 4: Partnerships among supporters and providers of service to low-income people are achieved.

Goal 5: Agencies increase their capacity to achieve results.

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

DCCAA has developed realistic, measurable objectives and strategies to meet the ROMA goals. Utilizing the ROMA cycle of assessment, planning, implementation, achievement of results, and evaluation, DCCAA will continue to analyze its Strategic Plan's goals and objectives to identify meaningful ways to enhance

capacity and improve services to the low-income population of our service area. Nationally Certified ROMA Trainers will assist the Agency in its monitoring process to assess the real time viability of this Strategic Plan.

Goals, Objectives and Strategies

The Strategic Plan supports DCCAA's overall mission of providing assistance and opportunity to low-income people with a goal of achieving and maintaining sustainable self-sufficiency. DCCAA'S 10 strategic objectives are designed to ensure that it that it remains a viable, relevant and adaptive organization, widely known in the community for exceptional customer service, committed and high level Board governance, well trained and dedicated staff, creative and innovative programming, and strong partnerships with other organizations aiding in securing independence for the low-income community.

DCCAA'S STRATEGIC OBJECTIVES TO MEET THE ANTI-POVERTY ROMA GOALS

- 1. Provide Clients with Exceptional Outcome-Based Customer Service***
- 2. Community Improvement and Revitalization***
- 3. Increase the Participation of Low-Income Citizens in their Communities***
- 4. Increase Public Awareness of the Agency Activities and Outcomes***
- 5. Increase Political Awareness and Support of Agency Efforts***
- 6. Ensure Agency Services Are Aligned with the Needs of the Low-Income Population***
- 7. Ensure On-going Agency Operational Compliance***
- 8. Improve Agency Tools/Processes for Identifying and Referring Customers for Various Agency Services***
- 9. Decrease Agency Dependence on Specific Program Funding/Increase Agency Flexibility***
- 10. Ensure Children Are Ready for School, Families are Ready to Support their Children's Learning, and Schools Are Ready for the Children***
- 11. Adopt a Two-Generation/Multi-Generation Approach in Programming, as Feasible***

GOAL #1: LOW-INCOME PEOPLE BECOME MORE SELF-SUFFICIENT

OBJECTIVE/OUTCOME: *Provide Clients with Exceptional Outcome-Based Customer Service*

ITEM	STRATEGY	TARGET DATES/PERIOD
A.	Increase the number of referrals to school and/or job training certification	Ongoing
B.	Seek ways to enhance staff capability to provide enhanced case management support to low income citizens.	On-Going
C.	Explore the construction of an assisted living facility for elderly and disabled members of the community	Ongoing
D.	Increase Agency participation in On the Job Training for Agency program participants and explore entrepreneurial opportunities	Ongoing
E.	Explore expansion of Emergency Solutions Grant administration to include more comprehensive case management to assist clients with obtaining the full range of supportive services to achieve self sufficiency	Ongoing
F.	Explore ways to incorporate a financial literacy component into the current service delivery methodology in each program area	Ongoing
G.	Explore training, technical assistance and/or grant opportunities to increase awareness of health and fitness initiatives	On-going

GOAL #2: THE CONDITIONS IN WHICH LOW-INCOME PEOPLE LIVE ARE IMPROVED

OBJECTIVE/OUTCOME: *Community Improvement and Revitalization*

ITEM	STRATEGY	TARGET DATES/PERIOD
A.	Explore more creative approaches to partnerships with community partners (including energy providers and local jurisdictions) to identify neighborhood revitalization projects and other approaches that may positively impact living conditions of local residents	Ongoing
B.	Increase partnerships to enhance client services including, for example, quick referrals of clients to emergency housing	On-Going
C.	Stay abreast of local, state and federal efforts to ensure all persons meet the qualifications for and access to livable wages in the community	Ongoing
D.	Explore concerns regarding “employing people into poverty” with community partners and local jurisdictions and identify possible deterrents	Ongoing
E.	Provide low-income population information regarding affordable healthcare and information where providers may be identified to include registering for affordable healthcare to locations of state and federal medical assistance	Ongoing
		Ongoing

GOAL #3: LOW-INCOME PEOPLE OWN A STAKE IN THEIR COMMUNITY

OBJECTIVE/OUTCOME: *Increase the Participation of Low-Income Citizens in Their Communities*

ITEM	STRATEGY	TARGET DATES/PERIOD
A.	Encourage greater participation of clients in all program areas to attend and participate in regular and special meetings of county and local jurisdictions.	Ongoing
B.	Regularly collect and report success stories of low income citizens for presentation (by involved individuals if possible) at meetings before state, local and federal jurisdictions and community events	On-Going
C.	Inform and encourage participation of low-income citizens to participate in matters affecting utility rate increases, community revitalization efforts, school and other jurisdictional matters which have a negative impact on the low-income community.	Ongoing

GOAL #4: PARTNERSHIPS AMONG SUPPORTERS AND PROVIDERS OF SERVICE TO LOW-INCOME PEOPLE ARE ACHIEVED

A. OBJECTIVE/OUTCOME: Increase Public Awareness of the Agency Activities and Outcomes

B. OBJECTIVE/OUTCOME Increase Political Awareness and Support of Agency Efforts

ITEM	STRATEGY	TARGET DATES/PERIOD
A/B-1	Develop and implement a new DCCAA marketing campaign to re-brand the Agency in the community (to include publicizing Agency events through various media outlets, community organizations, etc. finalizing website and social media outlets, etc.)	Year 1 and continuous
A/B-2	Include Agency logo on letterhead, style, colors , employee email signatures, website update, business cards and all Agency materials	Year 1 and continuous
A/B-3	Finalize Agency Website	Year 1
B-1	Report annual Agency program performance at meetings of County Council and local jurisdictions and other events attended by Congressional representatives, including success stories, performance results, services delivered to low-income citizens and the overall impact of Agency programs on the service area.	Year 2 and continuous
B-2	Invite local, state and federal Legislators and community partners to all DCCAA events and services	Ongoing

GOAL #5: AGENCIES INCREASE THEIR CAPACITY TO ACHIEVE RESULTS

- A) *OBJECTIVE/OUTCOME: Ensure Agency services are aligned with the needs of the low income population*
- B) *OBJECTIVE/OUTCOME: Ensure on-going, Agency operational compliance*
- C) *OBJECTIVE/OUTCOME: Improve Agency tools/processes for identifying and referring customers for various Agency services*
- D) *OBJECTIVE/OUTCOME: Decrease Agency dependency on specific program funding/increase Agency flexibility*
- E) *OBJECTIVE/OUTCOME: Ensure Children are ready for school, Families are ready to support their children's learning, and schools are ready for the children*

ITEM	STRATEGY	TARGET DATES/PERIOD
A -1	Board to read DCCAA mission statement at each Board meeting	Year 1 and continuous
A -2	Incorporate DCCAA mission statement on all Board and Committee meeting Agendas	Year 1 and continuous
A-3	Executive Committee and/or designated committee to thoroughly assess mission statement annually and make recommendations for change, if any, to the full Board for approval	Year 1 and continuous
A-4	Conduct an Agency-wide needs assessment every three years with annual updates	On-going
A-5	Recommend amendment of Agency bylaws to include a Strategic Planning Committee	Year 1
A-6	Plan and construct (if determined to be feasible) a new Head Start facility sufficient to accommodate a minimum of 200 3-5 year-old children, program administrative staff and the Agency's administrative personnel	Year 1 and on-going until completed
A-7	Regularly seek training opportunities to improve staff development and capability to provide enhanced case management support to low-income citizens	Year 1 and continuous
B-1	Executive Director and Agency management team will work with the Board to continuously monitor progress toward compliance with all	Year 1 and continuous

	organizational standards. Review of compliance with standards will be performed at least quarterly	
B-2	Executive Director will work with CSBG Director (and an outside ROMA-certified trainer, as necessary) to perform a regular assessment to ensure that ROMA measures and goals remain in alignment.	Year 1 and continuous
B-3	Executive Director will continuously work with the Board and the management team to ensure overall compliance with funding source requirements	Year 1 and continuous
C-1	Explore the bundled services approach through partnership resources, e.g. Community Action Partnership and other agencies, who have successfully implemented a bundled service data system	Year 1 and continuous
C-2	Explore with community partners methods to establish a more seamless intake linking program service delivery system for quick referrals of clients	Year 1 and continuous
D-1	Explore new programs to diversify comprehensive services offered to the low-income population, with a focus on decreasing Agency dependency on specific program funding	Year 1 and continuous
D-2	Explore avenues including annual events, to increase fundraising for the Agency	Year 1 and continuous
E—1	Explore the developmental progression through the HS Early Learning Outcomes Framework, to increase children’s achievement skills, behavior and concepts necessary to succeed in school and for later learning.	Year 1 and continuous

GOAL #6: LOW-INCOME PEOPLE, ESPECIALLY VULNERABLE POPULATIONS, ACHIEVE THEIR POTENTIAL BY STRENGTHENING FAMILY AND OTHER SUPPORT SYSTEMS

OBJECTIVE/OUTCOME: Adopt a Two-Generation/Multi-Generation Approach in Programming, as Feasible

ITEM	STRATEGY	TARGET DATES/PERIOD
A.	Explore youth leadership and employment linking services	Year 1 and continuous
B.	Explore paid apprenticeship/internship programs whereby youth are paired in management positions, as opposed to solely entry-level positions	Year 1 and continuous
C	Explore opportunities that will leverage community partnerships or other sources of funding to address the needs and growth of Head Start families.	Year 1 and continuous