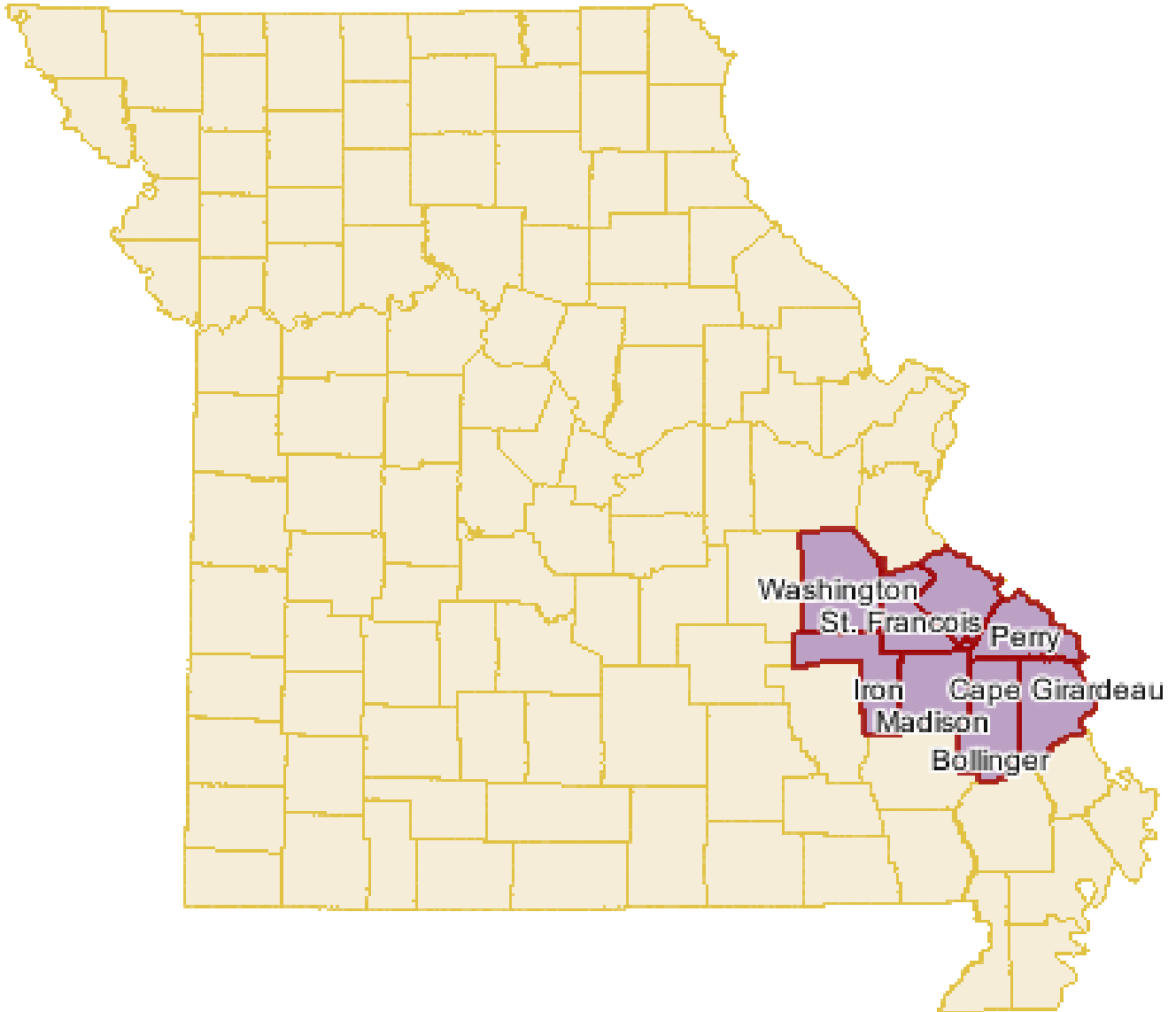


EAST MISSOURI ACTION AGENCY, INC.



STRATEGIC PLAN

October 1, 2010
through
September 30, 2013



EMAA's primary service area consists of the Southeast Missouri counties of Bollinger, Cape Girardeau, Iron, Madison, Perry, St. Francois, Ste. Genevieve, and Washington.

In addition to the primary service area listed above and shown on the map, EMAA provides Section 8 Housing Services in Dunklin, Pemiscot, and Stoddard counties in the Missouri Bootheel. EMAA also makes Women's Wellness services available through cooperation with the Health Departments in the underserved south central Missouri counties of Carter, Oregon, Ripley, Shannon and Wayne.

Community Needs Identified

Over the past several months, the East Missouri Action Agency, Inc. has completed a Community Needs Assessment using basic demographics; surveys completed by program participants and community members; information gathered from local focus groups; guidance from the Board of Directors; and input from Program Directors and line staff.

The needs assessment has helped EMAA identify gaps in our service area. This allows us to strategically continue our work to fulfill our mission *as a catalyst in the community to help people achieve their highest possible level of success*. Keeping the mission in mind, and following our vision of a *healthy community of empowered individuals and families*, EMAA has put together a strategic plan to take the Agency through the next few years.

The components of the Strategic Plan are based on the National Performance Indicators that have been developed around Community, Family, and Agency goals. The goals are developed using ROMA (Results Oriented Management and Accountability) guidelines that allow us to compare and combine our outcomes with other community action agencies across the country. The National Indicators are:

Goal 1: Low Income people are 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 services 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 environments

What follows is a plan for achieving these goals.

For each goal or objective listed, we have provided information on the challenges faced; what causes the problem in our service area; desired outcomes; projected completion date; goals and strategies; and the staff position responsible for ensuring we reach each goal. These indicators also allow us to demonstrate the success of our programs to our friends; our communities; our Board of Directors and Area Policy Council; our participants; our staff; and our funding sources.

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

Our Commitment: To ensure families have the necessary resources and supports to achieve the highest possible level of self-sufficiency.

The challenge: Families lack the necessary supports to achieve their highest level of self-sufficiency.

The causes:

1. Families do not have sufficient income to meet basic needs.
2. Families do not have the knowledge to effectively use the income they have.
3. Families lack the education, skills, or resources to improve their living situation

Overall strategy: Employment

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
1.1) Families increase their income and/or assets.	258 individuals who are unemployed find a job. 8 individuals who are employed obtain an increase in employment income and/or fringe benefits.	Partnerships with local employers; on-the-job-training programs; Adult and Dislocated Worker Employment & Training Service Programs; Missouri Jobs, Employment and Training (MJET) Program	Community Services Block Grant, Workforce Investment Act

154 individuals
 move from below
 the Federal
 Poverty Level to
 above it.

Family Support

Overall strategy: Employment Supports

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
1.2) Individuals develop / obtain the supports necessary to find and keep employment.	<p>42 individuals obtain pre-employment skills and competencies required for employment.</p> <p>12 individuals complete a GED and receive a certificate or diploma.</p> <p>32 individuals complete a post-secondary program and receive certificates or diplomas.</p> <p>2 individuals obtain access to reliable transportation and/or a driver's license in order to acquire or maintain employment.</p>	<p>Life Skills classes; GED classes; pre-employment classes; Work Keys; Case Management; Family Support; CARS program.</p>	<p>Community Services Block Grant, Workforce Investment Act</p>

Overall strategy: Economic Asset Enhancement and Utilization

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
1.3) Households increase financial assets or financial skills.	1300 households qualify for tax credits.	VITA Income Tax preparation program.	Community Services Block Grant
	\$1.1 million in aggregate tax credits are obtained.	VITA Income Tax preparation program.	Community Services Block Grant
	4 households complete the Family Self-Sufficiency program and escrow funds.	Family Self-Sufficiency program.	US Department of Housing and Urban Development.
	7 households complete and maintain a budget over a 90-day period.	Assets for Independence, Family Self-Sufficiency program	Community Services Block Grant, local donations, Office of Community Services
	12 households open an Individual Development Account or other savings account.	Assets for Independence, Family Self-Sufficiency program	Community Services Block Grant, local donations, Office of Community Services, US Department of Housing and Urban Development.

\$19,000 in aggregate savings are realized.	Assets for Independence, Family Self-Sufficiency program	Community Services Block Grant, local donations, Office of Community Services, US Department of Housing and Urban Development.
2 households escrow funds to capitalize a small business.	Family Self-Sufficiency program.	US Department of Housing and Urban Development.
2 households accumulate funds for, and pursue, secondary education.	Assets for Independence, Family Self-Sufficiency program	Community Services Block Grant, local donations, Office of Community Services, US Department of Housing and Urban Development.
3 households purchase a home through accumulated savings.	Assets for Independence, Family Self-Sufficiency program	Community Services Block Grant, local donations, Office of Community Services, US Department of Housing and Urban Development.
400 households realize a savings by using free tax services.	VITA Income Tax preparation program.	Community Services Block Grant

Individuals responsible for the success of Goal 1:	Executive	Anticipated completion date for year one numbers:
Director, Program Directors		September 30, 2011.

Goal 2: The Conditions in Which Low-Income People Live are Improved

Our Commitments: To ensure that necessary resources and assets are created, increased, improved, or preserved for low-income people. To advocate for and empower low-income individuals and families.

The challenge: A lack of opportunities and community resources for low-income families.

The causes:

1. Insufficient safe, sanitary and decent housing units are available for low-income people.
2. Insufficient health, child care and other resources are available for low-income people.
3. Inadequate understanding of the challenges faced by low-income individuals and families.

Overall strategy: Community Improvement and Revitalization.

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
2.1) Safe and affordable housing units are created, preserved or improved.	25 new housing units are created.	Partnerships with housing developers.	Private funding
	305 housing units are preserved or improved.	Housing Preservation Grant, Home Repair Program, Weatherization Program, Ameren, World Changers	CSBG, US Department of Housing and Urban Development, US Department of Energy, Missouri Department of Natural Resources, private utility companies.

	1159 housing units are preserved or improved.	ARRA Weatherization program.	US Department of Energy, Missouri Department of Natural Resources
2.1) Healthcare services for low-income people are created or preserved.	Access to 6 healthcare facilities / sites is facilitated.	EMAA's Mammogram Outreach Program	Susan G. Komen Stl Foundation
2.1) Accessible, safe, affordable child care / placement opportunities for low-income families are created or preserved.	585 families are assured of safe, affordable, and accessible child care and child development opportunities for pre-school children.	Head Start	US Department of Health and Human Services, Administration for Children and Families

Overall strategy: Community Engagement

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
2.3) Community members are engaged and partner with EMAA to improve conditions in the area.	108 community members work with EMAA on community issues and anti-poverty initiatives.	Poverty Simulations, Community Gardens projects, Community Economic Coordination	Community Services Block Grant
	10,200 hours are volunteered by community members to improve community conditions.	Poverty Simulations, CCRD projects, Head Start classrooms and Parent Groups	Community Services Block Grant, Head Start

2-Agency Specific.)
Legislators understand the plight of the poor.

26 contacts are made with legislators to promote understanding about low-income issues.

Annual Legislative Day, local visits with legislators, Food Policy Council

Agency

Individuals responsible for the success of Goal 2: Executive Director, Program Directors, Development Director

Anticipated completion date for year one numbers: September 30, 2011.

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

Our Commitments: To ensure that low-income individuals gain the skills necessary to advocate for themselves and have the opportunities available to participate to the maximum extent feasible in their communities.

The challenge: A lack of knowledge within the low-income community on how to function as part of a board, council, or other policy-making group.

The causes:

1. Low-income people do not have the skills necessary to act as their own advocates within the community.
2. There are insufficient opportunities for low-income individuals to serve in a team environment to affect change in their communities.
3. Low-income people do not have the financial resources required to start a business or buy a home.

Overall strategy: Community enhancement through maximum feasible participation.

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
3.1) Low-income people acquire the skills necessary to function, grow, and succeed in a team environment.	Low-income people donate 10,000 volunteer hours to EMAA.	Board of Directors, Area Policy Council, Step Up to Leadership, Poverty Simulations, parent involvement, Individual Development Accounts	CSBG, Head Start, US Department of Health and Human Services, US Department of Housing and Urban Development

Overall strategy: Community Empowerment through Maximum Feasible Participation

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
3.2) Low-income community members are engaged in activities that support and promote their own well-being.	27 low-income community members participate in formal community organizations, governments, board, councils, etc. to provide input on decision-making and policy-setting.	Board of Directors, Area Policy Council, Step Up to Leadership, Poverty Simulations, parent involvement	CSBG, Head Start, US Department of Health and Human Services, US Department of Housing and Urban Development
	10 Low-income individuals acquire start-up businesses in their communities as a result of EMAA's assistance.	SEMO Assets program, Family Self-Sufficiency program	CSBG, US Department of Health and Human Services, US Department of Housing and Urban Development
	3 low-income individuals purchase their own homes in their community as a result of EMAA's assistance.	SEMO Assets program, Family Self-Sufficiency program	CSBG, US Department of Health and Human Services, US Department of Housing and Urban Development
	18 low-income people engage in non-governance community activities or groups created & supported by EMAA	Step Up to Leadership, Poverty Simulations	CSBG
Individuals responsible for the success of Goal 3: Executive Director, Program Directors, Development Director		Anticipated completion date for year one numbers: September 30, 2011.	

Goal 4: Partnerships Among Supporters and Providers of Services to Low-Income People are Achieved

Our Commitments: To ensure that we expand our resources, and those of our community partners, to achieve family and community outcomes.

The challenge: A lack of knowledge among local organizations regarding what each is doing within the communities we serve.

The causes:

1. Lack of communication among local, regional, state-wide, and national social service and other groups that serve low-income families and individuals.

2. A lack of diversification in the funding streams that EMAA is able to access.

3. Lack of communication with and among the spectrum of governmental resources.

Overall strategy: Expanding opportunities through community-wide partnerships.

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
4.1) Relationships and lines of communication among organizations serving or affecting low-income families and individuals are created or maintained through EMAA's efforts.	Partnerships with 12 non-profit groups are established or maintained.	Community Resource Development; membership in local, regional, state, and national organizations; community outreach; staff membership and service on, and involvement with, various boards and organizations	CSBG, Workforce Investment Act, Agency

Partnerships with 48 faith-based organizations are established or maintained.	Community outreach; staff membership and service on, and involvement with, various boards and organizations	CSBG, Workforce Investment Act
Partnerships with 10 local governments are established or maintained.	Community Economic Development, Board of Directors, St. Francois County Housing Authority	CSBG, Agency, US Department of Housing and Urban Development
Partnerships with 6 for-profit businesses or corporations are established or maintained.	Housing development, community organizations	CSBG, Workforce Investment Act, Agency
Partnerships with 10 school districts are established or maintained.	Head Start, Employment & Training collaboratives	Head Start, Workforce Investment Act
Partnerships with 3 financial and/or banking institutions are established or maintained.	Community Resource Development, Assets for Independence	CSBG
Partnerships with 13 health service institutions are established or maintained.	Women's Wellness programs, mammo van	Title XX, Komen Foundation, private donations

4. - Agency specific) EMAA actively works with landlords to expand resources and opportunities to achieve family and community outcomes.

Partnerships with 700 landlords are established or maintained.

Section 8 rental assistance.

US Department of Housing and Urban Development

4. - Agency Specific) EMAA actively works to diversify funding sources..

2 new funding streams are established.

Members of the Board of Directors are engaged in fund raising activities.

Agency

Individuals responsible for the success of Goal 4: Executive Director, Program Directors, Development Director

Anticipated completion date for year one numbers: September 30, 2011.

Goal 5: EMAA Increases Its Capacity to Achieve Results.

Our Commitment: To ensure that Agency personnel, Board members and Area Policy Council members are equipped to carry out EMAA's mission.

The challenge: Staff, Board of Directors, and members of the Area Policy Council may not have all the knowledge necessary to carry out the mission of EMAA.

The causes:

1. Training opportunities are not made available across the spectrum of employee grades.
2. Training opportunities are not consistently brought to the attention of Board and Policy Council members.
3. People who attend trainings do not always share that information with those they work with.

Overall strategy: Agency Development.

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
5.1) The number of human capital resources available to EMAA that increase agency capacity to achieve family and community outcomes.	100% of staff members attend training throughout the fiscal year. 100% of Board and Policy Council members receive training on Board, Council, ROMA, financial, and other Agency functions each fiscal year.	EMAA orientation, program orientation, Basic Training, Head Start 101, application of EMAA Personal Policies, out-of-agency training opportunities Board and Policy Council orientation, Basic Training, Head Start 101, outer- and inner-agency training opportunities	CSBG, Head Start, US Department of Health and Human Services, US Department of Housing and Urban Development, Workforce Investment Act, Women's Wellness, Title XX, Agency

Staff members attend a minimum of 16 hours of training each, throughout the fiscal year, for an aggregate total of 4,016 hours.

EMAA orientation, program orientation, Basic Training, Head Start 101, application of EMMA Personal Policies, out-of-agency training opportunities

Board and Policy Council members receive an aggregate total of 80 hours of training on Board, Council, ROMA, financial, and other Agency functions each fiscal year.

Board and Policy Council orientation, Basic Training, Head Start 101, outer- and inner-agency training opportunities

Overall strategy: Increase in employees who obtain credentials that improve their capacity to achieve results.

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
5.2) Increase in the number of EMMA personnel who attain a credential as documentation of their increased capacity to achieve results.	2 Weatherization employees receive a BPI credential	BPI training course	Department of Natural Resources
	6 employees receive a Bachelor's Degree	Head Start education attainment	Head Start

5. - Missouri Measure) Number and percentage of agency employees who obtain other credentials that increase their capacity to achieve results.	13 EMAA staff receive a Child Development Associate degree	Head Start education attainment	Head Start
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Overall strategy: EMAA staff, and Board and Policy Council volunteers receive appropriate training.

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
5. - EMAA-specific Measure) EMAA staff, Board and Policy Council members receive the training necessary to ensure that EMAA's outputs are consistent with the Agency vision and mission.	40 staff who attend Basic Training and report they have gained basic knowledge on all Agency programs.	Basic Training	All
	251 staff report that they understand the relationship between their program outputs and EMAA's mission.	EMAA orientation, program orientation, Basic Training, Head Start 101, application of EMAA Personal Policies, out-of-agency training opportunities	All
	125 staff provide information on training they attended to other appropriate staff.	Regular staff meetings	All

18 staff receive and utilize public relations and marketing training.	Outer-agency training.	All
40 Board and Policy Council members receive training on the issues concerning the families EMAA serves.	Basic Training, Board/Policy Council orientation, on-site training during meetings, outer-agency trainings	All
40 Board and Policy Council members receive training on EMAA programs and community action history.	Basic Training, Board/Policy Council orientation, on-site training during meetings, outer-agency trainings	All
40 Board and Policy Council members receive training on their roles and responsibilities.	Basic Training, Board/Policy Council orientation, on-site training during meetings, outer-agency trainings	All

Individuals responsible for the success of Goal 5: Executive Director, Program Directors, Development Director, Human Resource Coordinator	Anticipated completion date for year one numbers: September 30, 2011.
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Goal 6: Low-Income People, Especially Vulnerable Populations, Achieve their Potential by Strengthening Family and Other Supportive Systems.

Our Commitment: To ensure families have the necessary resources and supports to achieve the highest possible level of self-sufficiency.

The challenge: Families lack the necessary supports to achieve their highest level of self-sufficiency.

The causes:

1. Families do not have sufficient income to meet basic needs.
2. Families do not have the knowledge to effectively use the income they have.
3. Families lack the education, skills, or resources to improve their living situation

Overall strategy: Emergency Assistance.

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
6.2) Low-income people receive the emergency assistance necessary for a supportive environment.	5,900 emergency fuel or utility payments funded by LIHEAP or other public and private funding sources are made on behalf on low-income people.	LIHEAP, Energy Crisis Intervention Program, \$ More, \$ Help, Roundup, Atmos Energy, City of Farmington, Resource Distribution	CSBG, US Department of Health and Human Services, US Department of Energy

6.2) Low income people receive emergency rent or mortgage assistance.	73 Households obtain safe and affordable housing.	Homeless Challenge	Department of Social Services
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Overall strategy: Child Development

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
6.3) Children obtain age-appropriate immunizations, medical and dental care	2,285 children receive age-appropriate immunizations, medical and dental care.	Head Start Back-to-School Fair	Head Start Community Services
6.3) Children participate in activities that allow them to develop school readiness skills.	585 children participate in pre-school activities to develop school readiness skills	Head Start	Head Start
6.3) Children are developmentally ready to enter school.	349 children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st grade	Head Start	Head Start

Overall strategy: Adult Enrichment

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
	170 parents and adults learn and exhibit improved parenting skills	Life Skills	CSBG

Overall strategy: Family Supports (Seniors, Disabled and Caregivers)

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
6.4) Low-income people who are unable to work, especially seniors, adults with disabilities and caregivers, have barriers to family stability reduced or eliminated	8,900 persons obtain non-emergency energy assistance.	Energy Assistance	LIHEAP

Overall strategy: Housing

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
6.5 - Missouri Measure) Number and percentage of families who obtain safe and affordable housing.	1157 families receive energy conservation measures.	ARRA	US Department of Energy, Missouri Department of Natural Resources

Overall strategy: Health and Nutrition

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
6.7) Low-income participants receive health care with assistance from EMAA.	3000 individuals receive an annual health exam.	Health Clinics	Family Planning
	7500 individuals receive reproductive health care services.	Health Clinics	Family Planning
	60 individuals receive HIV/AIDS testing	Health Clinics	Family Planning
6. - Agency Specific - Low-income individuals have access to nutritious meals.	137,000 nutritious meals are served.	Summer Food, Head Start meals	Head Start, CACFP
6. - Agency Specific - Health problems are identified for low-income individuals.	400 persons receive health screenings, to include immunizations, head lice screenings, hearing, and vision screenings.	Back-to-School Fairs	CSBG

Overall strategy: Referrals

<u>The Changes We Want to Effect</u>	<u>Our Goals</u>	<u>Our Strategies</u>	<u>Funding Sources</u>
6.8) Low-income individuals and families receive services via referrals made by EMAA.	7500 low-income individuals receive inner-agency referrals for service.	Intake Assessment and Referral	CSBG
	9500 low-income individuals receive outer-agency referrals for service.	Intake Assessment and Referral	CSBG

Individuals responsible for the success of Goal 6: Executive Director, Program Directors	Anticipated completion date for year one numbers: September 30, 2011.
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**Our vision:
A healthy
community of
empowered
individuals and
families.**

Our mission:

**The East Missouri Action Agency will
act as a catalyst within the community
to empower economically disadvantaged
individuals and families
to reach the highest possible
level of success.**