



FY 2024-2027 Strategic Plan

Adopted by CCST Board: 7/26/2024
Effective Date: 7/26/2024

Executive Summary

The Community Council of South Central Texas, Inc. (CCSCT) is part of the Community Action Network comprised of approximately 1000 non-profit and public organizations established under the Economic Opportunity Act of 1964. The primary purpose of these Agencies is to wage the fight in America's War on Poverty. Community Action Agencies are the primary source of support for the millions of American's living in poverty. These organizations reach out to low-income families and individuals in their communities, address multiple needs through a comprehensive approach, develop partnerships with other organizations, involve low-income clients in Agency operations, and administer a full range of coordinated programs designed to have a measurable impact on poverty. The Community Action Network's ultimate goal is to help people to help themselves in achieving self-sufficiency.

CCSCT began providing a broad range of programs on May 11, 1965. CCSCT currently provides services in 31 counties, serving the greater South Central and West parts of Texas. Services currently provided include the following:

- Case Management through the Community Services Block Grant (CSBG);
- Energy Assistance through the Comprehensive Energy Assistance Program (CEAP);
- Making homes more energy efficient through the Weatherization Assistance Program, including Low-Income Housing Energy Assistance Program (LIHEAP), the Department of Energy (DOE) and the American Electric Power Weatherization Program (AEP);
- Healthy nutrition assistance through Women, Infants, and Children (WIC);
- Home Investment Partnerships Programs (HOME) through Tenant-Based Rental Assistance (TBRA).
- Early Head Start and Head Start services.

CCSCT's Strategic Plan serves as a guide to fulfilling the agency's mission and holding staff accountable for reaching the agency's long-term goals.

The Strategic Plan was developed from CCSCT's 2024 Community Needs Assessment. This needs assessment includes county statistics, client and stakeholder input obtained through surveys, interviews and community forums, and an extensive data analysis, which identified the following top five needs for our service area:

- Lack of ability to meet basic needs (family need)-includes utility and rental assistance, transportation and help finding access to resources
- Lack of living wage jobs (family need)
- Lack of energy efficient homes (family need)
- Lack of food/nutrition (family need)
- Lack of affordable medical care (family need)

Once the Strategic Plan has been completed, the goals identified in the plan are then used to develop the Community Action Plan.

CCSCT also complies with the CSBG Organizational Standards for Private Entities, and by agreeing to exceed those standards, the Agency also voluntarily participates in the distinguished and nationally recognized Community Action Partnership (CAP) Pathways to Excellence Program. In 2023, CCSCT was recognized for achieving the Bronze level designation and will take steps to work towards the Silver and Gold designations over the next 3 years.

The CCSCT Strategic Plan is a working document built with input from staff, Board Members, key informants, resources, and conditions. The Board's Strategic Planning Committee and appointed staff will continually monitor the Agency's position in relationship to the Strategic Plan using strong ROMA practices and the use of the complete ROMA Cycle.

Purpose, Process, and Stakeholder Participation

CCSCT formed a Strategic Planning Committee consisting of six Board appointed Board Members, the Executive Director and the CCSCT Management Team, which includes the Chief Financial Officer (CFO), Human Resources Director, Community Services Program Director, CS Assistant Program Director, Weatherization Program Director, WIC Program Director, Head Start Program Director, TBRA Coordinator, Marketing & Communications Manager and Grant Writer.

The committee reviewed the 2024-2027 Strategic Plan and the Agency's mission and vision statements as a starting point in the process. The Committee identified the goals and objectives that had been successfully met and those goals where additional progress was necessary.

The Committee then used guidelines for developing a Strategic Plan as written in Category 4 Standard 4.3 and 4.5, along with Category 6 Standards 6.1, 6.2, 6.3, 6.4 and 6.5 of the CSBG Organizational Standards for Community Action Agencies. The committee included The Results Oriented Management and Accountability (ROMA) Cycle and Category 2, Strategic Planning and Direction Overview from the Community Action Partnership Pathways to Excellence in Community Action Standards. Lastly, the Committee used information from the Strategic Planning Guide for Texas Community Action Agencies released by the Texas Department of Housing and Community Affairs.

The Strategic Plan addresses CCSCT's agency wide goals for the next three years, along with specified objectives, strategies and desired outcomes. It also breaks down each goal into family, agency, or community, while incorporating the national Results Oriented Management and Accountability (ROMA) goals and the Community Action goals identified in the National Community Action Network Theory of Change, both literally and/or representatively, depending on the goal.

Goals within the Strategic Plan will be reviewed annually and an update on the progress of meeting the goals of the plan will be provided to the Board of Directors annually. Also, an analysis of the Agency's outcomes and any operational or Strategic program adjustments and improvement will also go to the Board annually for review or action.

Mission, Vision and Values

Mission Statement

CCSCT empowers vulnerable families and individuals in greater South Central and West Texas to achieve self-sufficiency by eliminating barriers through innovative programs and strong community partnerships.

Vision Statement

Helping People. Changing Lives.

Values

Integrity. We remain true to our mission, expect honesty among our staff, Board and the clients we serve and believe our actions help maintain the trust and confidence of the public.

Respect. We believe in treating others with dignity and respect, embrace the diversity of others and encourage staff to work together as a team.

Community Awareness. We believe in collaborating with other organizations throughout the community in an effort to complement existing resources to meet the needs of our clients, while also maximizing the support of our donors.

Empowerment. We believe in empowering our clients to become self-sufficient in order to live a better life, as well as empowering our employees to succeed in a culture based on trust, respect and commitment.

Responsibility, Accountability and Ethics. We take responsibility for achieving results and hold ourselves accountable for our actions. We strive to uphold the highest ethical standards and comply with all federal, state and local laws

Goals, Objectives and Strategies



Marketing and Visibility

Goal #1: CCSCT is recognized and respected as THE provider of services for low-income residents in the 31-county service area (Agency, Community)

Objective	Strategies	Desired Outcome(s)
<p>1. Increase CCSCT’s brand and community awareness in established service area and newly acquired service areas.</p>	<ul style="list-style-type: none"> ▪ Increase social media presence. ▪ Increase community outreach activities throughout service area. ▪ Encourage staff to attend outreach and community events. 	<ul style="list-style-type: none"> ▪ Social media presence (as indicated by increased number of followers and engagement in posts) will increase. ▪ The number of individuals familiar with CCSCT’s mission and programs will increase. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ Increase in followers across all social media platforms (follows and engagements) ▪ # of agency website views ▪ # of outreach activities conducted ▪ % of clients who responded strongly agree/agree to “I would recommend CCSCT to family/friends”.
<p>2. Project value of agency mission and services to community and ensure outcomes and results are communicated to the stakeholders.</p>	<ul style="list-style-type: none"> ▪ Adhere to agency-wide communication plan. ▪ Develop and release an Annual Report. ▪ Post important documents such as Strategic Plan, Needs Assessment and Annual Report to agency website. ▪ Increase submissions for local media reporting. ▪ Identify clients willing to share success stories. 	<ul style="list-style-type: none"> ▪ Agency activities, outcomes and results will be regularly communicated to stakeholders using developed communication tools. ▪ Strategic Plan, Needs Assessment and Annual Report will be posted and accessible on agency website. ▪ Client success stories shared on social media platforms.

		<ul style="list-style-type: none"> ▪ Number of media submissions will increase (i.e. articles, PSAs). <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # of PSAs distributed ▪ # of website posts ▪ # of FB posts ▪ # client success stories
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Organizational Leadership & Capacity

Goal #2: CC SCT promotes effective and qualified leadership and continually strives for operational excellence. (Agency)

Objective	Strategies	Desired Outcome(s)
1. Regularly assess the effectiveness of the Board and its activities.	<ul style="list-style-type: none"> ▪ Maintain a Board self-assessment tool. ▪ Distribute annual Board self-assessment survey (January meeting). ▪ Compile and analyze data to identify strengths and weaknesses of Board. 	<ul style="list-style-type: none"> ▪ The Board will assess itself annually to determine its effectiveness and areas of opportunity will be identified and acted upon. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # and % of Board Assessments completed each year
2. Provide opportunities for staff to enroll in and receive nationally recognized certifications.	<ul style="list-style-type: none"> ▪ Identify and nominate staff to participate in nationally recognized certifications. ▪ Have existing staff who have obtained nationally recognized certifications provide support and mentorship to enrolled staff if applicable. ▪ Have existing staff who have obtained nationally recognized certifications provide support and mentorship to enrolled staff if applicable. 	<ul style="list-style-type: none"> ▪ Additional CC SCT staff will earn a nationally recognized certification. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # CCAP staff ▪ # NCRI staff ▪ # certified case managers ▪ # Home Compliance Specialist (HCS) ▪ # QCI staff ▪ # BPI staff ▪ # Building Analyst staff ▪ # CDA staff ▪ # Director Credential staff ▪ # FDC staff ▪ # of staff mentors
3. Provide on-going training to staff to improve skills and capacity.	<ul style="list-style-type: none"> ▪ Identify anticipated training needs of staff and Board members. 	<ul style="list-style-type: none"> ▪ Ongoing training will be provided to staff and Board on an annual basis.

	<ul style="list-style-type: none"> ▪ Conduct an all-day training annually to train on identified topics. ▪ Document trainings and obtain feedback regarding effectiveness of training. ▪ Provide opportunities for staff and Board to attend state, regional and national conferences (TACAA, Region VI, CAP Conference, WIPFLI, ROMA, etc.) ▪ Provide a once a month training with management/leadership team on applicable topics to strengthen leadership capacity/skills. ▪ Conduct consistent training opportunities for Board members. 	<ul style="list-style-type: none"> ▪ Staff will attend local, regional and national conferences. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # and % of Board and Staff training surveys completed ▪ % of employees who responded strongly agree/agree to “I feel I have received adequate training to do my job well”. ▪ % of employees who responded strongly agree/agree to “There are adequate resources and support to help me in my job”. ▪ % of employees who responded strongly agree/agree to “Employees are expected and encouraged to see out opportunities to better themselves”. ▪ # of staff training hours ▪ # of Board training hours ▪ # of Board members attending conferences ▪ # management trainings ▪ # of agency staff trainings ▪ # of staff members attending conferences
<p>4. Work towards obtaining the Pathways to Excellence Silver and Gold level designations.</p>	<ul style="list-style-type: none"> ▪ Complete necessary steps and self-study required to earn each designation level. ▪ Apply for each designation level once required steps and self-studies have been completed. 	<ul style="list-style-type: none"> ▪ Earn Pathways to Excellence Silver level designation. ▪ Earn Pathways to Excellence Gold level designation.

<p>5. Improve Board recruitment and involvement.</p>	<ul style="list-style-type: none"> ▪ Schedule regular meetings with the Governance Committee. ▪ Establish Board recruitment process. ▪ Develop criteria for Board selection. ▪ Capitalize on existing Board relationships to identify potential Board candidates. 	<ul style="list-style-type: none"> ▪ Board recruitment and involvement will increase. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ % Board turnover ▪ # Board volunteer hours ▪ # Board training hours ▪ Average # years tenure of Board Members ▪ % Board members participating in Board committees
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Program Initiatives

Goal #3: CCSCT's programs focus on the needs of the community as identified in the Community Needs Assessment and are aligned with its mission and vision. (Agency, Family)

Objective	Strategies	Desired Outcome(s)
<p>1. Ensure individual programs contribute to the stability of individuals, family and community and address top needs as identified in the CNA.</p>	<ul style="list-style-type: none"> ▪ Ensure identified programs and services are aligned with mission and vision of reducing poverty and helping people become self-sufficient. ▪ Implement ROMA logic models to address top needs. ▪ Continually evaluate customer input from needs assessment and surveys to identify gaps in service and make appropriate improvements. ▪ Develop partnerships with other organizations in the community to ensure needs are met. ▪ Provide referrals ▪ Apply for additional grant opportunities to fill needed gaps. 	<ul style="list-style-type: none"> ▪ Individual programs will contribute to the stability of individuals, family and community and will address the top needs of its population as identified in the CNA. ▪ CCSCT will offer more programs that align directly with the top needs identified. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # of program logic models in place ▪ # of established partnerships ▪ # of referrals ▪ # of new programs/grants ▪ # services provided
<p>2. Improve Self-Sufficiency activities (CSBG) to achieve greater economic stability for clients and the community.</p>	<ul style="list-style-type: none"> ▪ Provide opportunities for case management training to case managers to provide skills to achieve Self-Sufficiency Program 	<ul style="list-style-type: none"> ▪ The Self-Sufficiency Program success rate will increase.

	<p>goals and implement continual improvements to the program.</p> <ul style="list-style-type: none"> ▪ Encourage more staff to enroll in and earn case manager certification. 	<ul style="list-style-type: none"> ▪ The number of individuals who transition out of poverty will increase. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # TOP clients ▪ # case management clients enrolled ▪ % case management TOP rate (FNPI 1c)
<p>3. Enhance programs to fill in gaps highlighted in the CNA.</p>	<ul style="list-style-type: none"> ▪ Review CNA to identify top needs, then identify whether or not CCSCT has a program to support that need. ▪ Short-term, identify resources in the community to refer clients to in order to receive services. ▪ Long-term, seek out and apply for grant opportunities to obtain funding to operate programs to fill in gaps. 	<ul style="list-style-type: none"> ▪ Programs will be enhanced and will fill in gaps highlighted in the CNA. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # of new partnerships ▪ # of new funding opportunities applied to ▪ # of newly implemented programs
<p>4. Address areas of opportunity identified in the analysis of client satisfaction data in order to improve customer service.</p>	<ul style="list-style-type: none"> ▪ Implement systematic client survey schedule. ▪ Make surveys accessible to clients through a number of avenues (paper, electronic). ▪ Evaluate customer service results annually to identify ways to improve service and incorporate that into the Strategic Planning process. ▪ Track results and report to staff and Board. ▪ Provide ongoing training to staff on ways to improve customer service. 	<ul style="list-style-type: none"> ▪ Customer satisfaction ratings will be 90% or better for all programs. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ % of customer satisfaction surveys completed ▪ % of customers who responded strongly agree/agree to “I was satisfied with my overall experience and the services I received”. ▪ % of customers who responded strongly agree/agree to “I am likely to use the program service(s) again”.

Partnerships and Community Engagement

Goal #4: CCSCT engages and collaborates with the community. (Community, Agency)

Objective	Strategies	Outcome
<p>1. Foster strong and intentional partnerships with the shared goal of creating change.</p>	<ul style="list-style-type: none"> ▪ Participate in partner activities in the community, focusing on new service area counties and those with minimal partner participation. ▪ Continue to issue partner survey to solicit feedback and assess partnership benefits and identify ways to increase partner responsiveness and participation. 	<ul style="list-style-type: none"> ▪ Agency partnerships in new service area counties and those with minimal partner participation will increase. ▪ % of partners responding to survey will increase <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # of partnerships in new service area counties ▪ % of partnership surveys completed over prior year
<p>2. Re-establish external advisory council.</p>	<ul style="list-style-type: none"> ▪ Re-identify a formal method for identifying individuals to serve on external advisory council and ensure representation from counties not represented on the Board. 	<ul style="list-style-type: none"> ▪ External advisory council will be re-established. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # of advisory council meetings

Sustainability

Goal #5: CCSCT has diverse revenue sources and the financial strength and capacity to support future growth. (Community, Agency)

Objective	Strategies	Outcome
<p>1. Increase non-federal funds through fundraising activities.</p>	<ul style="list-style-type: none"> ▪ Develop a fundraising plan. ▪ Conduct at least one fundraiser per year. ▪ Engage Board members and staff to take an active role in fundraising activities. 	<ul style="list-style-type: none"> ▪ Non-federal funds will increase as a result of fundraising activities. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ % increase in fundraising dollars raised over prior year

		<ul style="list-style-type: none"> ▪ # of fundraisers conducted
2. Identify new grant opportunities.	<ul style="list-style-type: none"> ▪ Research potential funding opportunities based on identified top needs in the community assessment. ▪ Ensure grant opportunities align with agency mission. ▪ Evaluate the value of new grant opportunities before applying. 	<ul style="list-style-type: none"> ▪ New grant opportunities will be identified and evaluated for potential expansion of programs and services. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # of new funding opportunities applied to ▪ % increase in grant revenue
3. Develop a donor base.	<ul style="list-style-type: none"> ▪ Compile a list of current and former donors. ▪ Identify a means to track donors and donation amounts. ▪ Maintain multiple opportunities for donors to give. <ul style="list-style-type: none"> - Improve opportunities to access donor link on website and Facebook page. - Publicize new giving opportunities. 	<ul style="list-style-type: none"> ▪ A donor base will be established and expanded upon each year to assist in generating agency revenue. <p><u>Metrics:</u></p> <ul style="list-style-type: none"> ▪ # total donors ▪ # donations on social media platforms and website