

Sangamon County Community Resources Strategic Plan

August 2017

A three-year planning document for 2018-2020



Letter from the CSBG Advisory Council Chairman

August, 2017

Dear CSBG Advisory Council Members,

The environment in which organizations such as Community Action Agencies operate is changing rapidly on a daily basis. Dr. Phillip Anderson who guides Community Action Agencies in Illinois toward successful strategic planning explains that “The rapid change in the environment has been characterized by changing funding priorities, a shift in poverty demographics; increased transparency and accountability, and shrinking resources while the demand for Community Action’s services has been on the rise. The last few years have been characterized by fast-paced change and changes in how Community Action Agencies operate as mission driven organizations.”

These changes have involved the development and adoption of organizational performance standards by the National Community Action Partnership and the HHS Office of Community Services, the on-going work by the National Association of State and Community Services Programs on ROMA Next Generation and the ongoing work by the Urban Institute on a performance framework for the Community Services Block Grant Network.

These conditions provide an opportunity for Community Resources to develop key strategies to address poverty in Sangamon County. This document outlines a plan which is a result of sessions held with staff, council and board to develop a set of strategies and a plan that is agile enough to withstand the current changing environment.

Community Action Agencies recognize that services which fill gaps in services in our community are a fundamental foundation for economically challenged families working toward stability or self-sufficiency. Utilizing data from our over 4,500 customers’ needs assessments and over 80 stakeholder surveys, numerous focus groups and other relevant data sets, Sangamon County Community Resources continues to also review our mission, vision and values, strategic priorities, processes implement the year’s goals and evaluate progress toward the goals of the plan on an on-going basis.

I hope you will take time to read this year’s plan and reflect on the work all of us do to meet the needs of our customers. Page 7 contains the addition of our agency’s assumptions and beliefs about poverty as a framework to review how families and communities are interconnected and why addressing both is required to make lasting change as we move into ROMA Next Generation. Individual and family outcomes cannot be expected if communities are not supportive and healthy. This Theory of Change will provide clarity of purpose, common language about work and success and create new and innovative thinking about how to make change happen. We appreciate your service to Community Action and the ideas you bring to “help people and change lives”.

Sincerely,



OVERVIEW

Sangamon County Community Resources (SCCR) is the Community Action Program for Sangamon County and is a division of Sangamon County government. Sangamon County, located in the heart of Illinois, was founded in 1821 and originally was about 4,000 square miles. A commission of three individuals first governed the area and their first act was to select the county seat. Carolyn Oxtoby, great-great granddaughter of George Pasfield, one of the first three commissioners, was a member of the CSBG Advisory Committee from 2007 until 2014. A stake driven in a field near Spring Creek was christened as Springfield. Springfield is the state capitol of Illinois and was home to Abraham Lincoln (taken from the Sangamon County governmental website).

The formation of SCCR was a direct result of President Lyndon Johnson's Great Society. Since the 1960s, the United States Government has defined poverty in absolute terms. When the Johnson administration declared "war on poverty" in 1964, it chose an absolute measure. The "absolute poverty line" is the threshold below which families or individuals are considered to be lacking the resources to meet the basic needs for healthy living; having insufficient income to provide the food, shelter and clothing needed to preserve health (taken from http://en.wikipedia.org/wiki/Poverty_in_the_United_States).

Sangamon County residents benefit from State Government, Lincoln related tourism and a robust medical community. Likewise, the service industry and retail businesses thrive due to these factors. However, poverty continues to be an issue in the County. Sangamon County's poverty rate, in 2010, was 13.2% or 25,678 (taken from the Heartland Alliance 2011 Report on Poverty <http://ilpovertyreport.org/county/sangamon-county#.UD-aKqBc-So>). The most current available poverty rate for Sangamon County is 15.56, an increase of 5.8% since 2000. The National increase in poverty was less at 3.4%.

Sangamon County Department of Community Resources (SCDCR) was established in 1965 with the original name of Springfield-Sangamon County Community Action, Inc. The agency was designated to carry out anti-poverty work in Sangamon County, Illinois. As the agency grew and evolved, it was designated as the Community Action Agency for Sangamon County. In 1985, the legal name was changed to the Sangamon County Department of Community Resources (SCDCR) to manage a wide array of programs. With a tri-partite council, county oversight committee and staff passionately committed to the mission, approximately 5,000 households consisting of over 11,000 individuals are assisted annually with an average budget of over \$3,000,000.

SCCR's executive director is Sharmin Doering with a staff of 12. As a public Community Action Agency, SCCR is required, per state and federal regulations, to have a CSBG Advisory Board to advise the governing board, the Sangamon County Board, on matters such as the number and types of programs, program operations and budget plans. The Advisory Board approves the Community Action Plan created through a process involving strategic planning, client input by surveys, and input from representatives of the poor across the community in order to achieve Results Oriented Management Accountability (ROMA) goals and National Performance Indicators set forth by the federal government. The Community Action Plan and accompanying Needs Assessment are required and necessary to assist the community to meet the needs of the low income, eliminate duplication in light of reduced resources, and identify program gaps. It is

through this process that CSBG work programs are developed. Board Members are selected in accordance with federal law, specifically the CSBG Act. The CSBG Advisory Board Chair is Bradley Mills. The County Oversight Committee, on behalf of the Sangamon County Board, is composed of 6 County Board members who review and approve policies, plans and expenditures recommended by the Advisory Committee. Linda Fulgenzi serves as Chairman of the County Oversight Committee which reports to the sitting Chair of the Sangamon County Board. The Sangamon County Board is an elected body with representation from across Sangamon County's 29 districts.

ENVIRONMENTAL SCAN

After experiencing a period of close scrutiny by federal, state and local funding sources, beginning in 2016 Community Action Agencies (CAAs) implemented Organizational Performance Standards and an upgraded Results Oriented Management and Accountability (ROMA) framework to ensure higher levels of accountability and transparency. Over the past several years, other forces have changed the landscape of human services; declining government funding, high unemployment and economic changes and competition from other non-profits. Along with these forces, new opportunities emerged; innovation through technology, research into human behavior and learning, and the realization that partnerships with like-minded organizations are needed to deliver needed services. The work of Community Action must be mindful of the progress of this work towards standards and be willing to be active participants.

An integral part of the introduction of standards to the work of Community Action is strategic planning. Through the strategic planning process, Community Action Agencies must develop the capacity to plan for results, use outcome-driven approaches in all phases of their work and clearly demonstrate how programs and services contribute to the outcomes.

APPROACH

"If you don't know where you're going, you'll probably end up someplace else."

- Yogi Berra

Strategic planning is a management process by which SCCR identifies current and future needs and then enters into a thinking process to define and articulate the Vision, Mission, Values, Goals and Strategies to guide the future work of the Agency. Stakeholders, board members, and agency staff are involved in the creation of the strategic plan and will identify processes and pathways to follow the resulting plan. This will be accomplished by sharing a vision of the future, being mindful of the shifting environment and begin to set priorities, focus energy and resources on those identified goal and ensure that SCCR is holding the capacity to move their mission forward. The use of the plan should evolve into a disciplined effort that will guide future decisions, shape approaches and remain focused on the future.

The model for this approach to Strategic Planning is Appreciative Inquiry (AI). AI is a strengths based model that identifies the best of the past to carry the learning into the future. "It's assumption is simple: Every organization has something that works right – things that give it life when it is most alive, effective, successful, and connected in healthy ways to its stakeholders and communities. AI begins by identifying what is positive

and connecting to it in ways that heighten energy and vision for change ... AI is important because it works to bring the whole organization together to build upon its positive core. AI encourages people to work together to promote a better understanding of the human system, the heartbeat of the organization.” (Cooperrider, David L; Whitney, Diana; and Stavros, Jacqueline M., *Appreciative Inquiry Handbook: The First in a Series of AI Workbooks for Leaders of Change*, Lakeshore Communications, 2003, Pages XVII – XIX.)

Woven into this approach was National Community Action’s “Planning for Results”, a strategic planning process designed for entities funded by the Community Service Block Grant (CSBG). This methodology incorporates the ROMA – Results Oriented Management and Accountability – framework, which was introduced to Community Action in 1994 and provides a structural framework for outcome reporting mandates for outcomes after service delivery. ROMA is currently organized around six national goals:

- 1) Low-income people become more self-sufficient.
- 2) The conditions in which low-income people live are improved.
- 3) Low-income people own a stake in their community.
- 4) Partnerships among supporter and providers of service to low-income people are achieved.
- 5) Agencies increase their capacity to achieve results.
- 6) Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

ROMA 2.0 which will begin in 2018, will be organized around three goals:

- 1) Individuals and families with low incomes are stable and achieve economic security
- 2) Communities where people with low incomes live are healthy and offer economic opportunity
- 3) People with low incomes are engaged and active in building opportunities in communities

Being mindful of both AI and ROMA, the participants gathered in July, 2017 to begin a conversation that revolved around planning and the future. Participants in the process included SCCR staff and board members.

INFLUENCES AND GUIDING STATEMENTS

SCCR Mission Statement

The Sangamon County Department of Community Resources strives to improve the quality of life for people with low incomes in Sangamon County through department programs, services and referrals that promote stability and/or self-determination.

The Promise of Community Action

Community Action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

Community Action Code of Ethics

We, as community action representatives, dedicate ourselves to eliminating poverty in the midst of plenty in this nation by opening to everyone the opportunity for education and training; the

opportunity to work; and the opportunity to live in decency and dignity; and with respect for cultural diversity, commit ourselves to:

- Recognizing that the chief function of the community action movement at all times is to serve the best interests of the poor thereby serving the best interests of all people.
- Accept as a personal duty the responsibility to keep up to date on emerging issues and to conduct ourselves with professional competence, fairness, impartiality, efficiency, and effectiveness.
- Respect the structure and responsibilities of the board of directors, provide them with facts and advice as a basis for making policy decisions, and uphold and implement policies adopted by the board of directors.
- Keep the community informed about issues affecting the poor, facilitate communication between the poor, locally elected public officials and the non-poor private sector.
- Conduct our organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication and compassion.
- Exercise whatever discretionary authority we have under the law to promote the interests of the poor.
- Serve the community action movement with respect, concern, courtesy and responsiveness, recognizing that service to the poor is beyond service to oneself.
- Demonstrate the highest standards of personal integrity, truthfulness, honesty and fortitude in all our community action activities in order to inspire confidence and trust in the community action movement.
- Serve in such a way that we do not realize undue personal gain from the performance of our professional duties.
- Avoid any interest or activity which is in conflict with the conduct of official duties.
- Respect and protect privileged information to which we have access in the course of official duties.
- Strive for personal professional excellence and encourage the professional development of our associates and those seeking to become community action representatives.

2017 Customer Service Update Report – 7 questions

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|--|-------------------------|
| a. Respectful treatment when making appointment. | 89% Excellent |
| b. Appointment wait time. | 88% Excellent |
| c. Will recommend SCCR to others. | 95% Excellent |
| d. If service not received, obtained additional information. | 99% Excellent |
| e. If service received, level of satisfaction. | 93% Excellent |
| f. Overall rating of agency and services | 93% Extremely Satisfied |
| g. Overall rating of customer service | 95% Extremely Satisfied |

Excellent – 88%-99%, Very good – 1%-9%, Good 0%-2%, Fair and Poor – 0%

THE PROCESS

Along with these statements, SCCR board and staff began their conversation by exploring the “ideal community.” It was agreed that the feature programs of CSBG, LIHEAP and Weatherization will not change, in that, these are mandated programs funded by federal and state dollars with the State of Illinois,

Department of Commerce and Economic Opportunity. The CSBG formula determines each jurisdiction's or agency funding level based on poverty population; once disbursed, most of the money is passed by the states and other jurisdictions to CAAs and other designated organizations to be spent on employment, education, income management, housing, nutrition, emergency services, and health. In other words, CSBG programs are the most flexible of the three and opportunity exists to create new programming based on need, as determined by an annual community assessment. The SCCR Community Needs Assessment was shared to highlight what stakeholders, like-minded organizations, board members and clients have determined to be of importance to Sangamon County.

Some of the values shared were:

- Meeting the client where they are
- Breaking down barriers in multiple ways
- Show respect to all clients
- Seek client input for distribution ideas for the resource guide and other informational pieces about programs

Important key areas that SCCR currently does well were identified as:

- Understanding that the client is an individual with unique challenges
- Continue to engage community partners, including the faith community, to improve lives holistically
- Access SCCR beyond the "door" – identifying key locations for information and services

Existing Challenges and Conditions:

- Uncertain funding environment
- Changing demographics
- State of Illinois budget issues that impact local government
- Closer scrutiny of CA program and potential of standards implementation
- Lack of success stories of numerous family successes

OUR ASSUMPTIONS AND BELIEFS: Families & Individuals

- Poverty is stressful and harmful to families and communities
- Every person has the ability to progress toward stability and become equipped to thrive
- Success looks different for each person
- People must first achieve stability, then focus on making forward progress
- People are highly complex and unique
- Interventions must be client-driven and client-focused, not prescriptive
- All people deserve to be treated with compassion and respect
- People and families who are equipped to exit poverty most often do
- Equipping people with tools, skills and knowledge make lasting changes possible

OUR ASSUMPTIONS AND BELIEFS: Community

- Family and Community success are interconnected and interdependent
- Diverse needs and perspectives support collective health and well being

- Healthy communities create opportunity for all of its members
- Communities are unique, with complex interdependent systems
- All communities have strengths and ability to thrive
- All members benefit from growth, infrastructure and capital investment
- Equipping families to exit poverty happen in healthy communities
- Initiatives and investments succeed with collaborative and inclusive, not prescriptive, efforts

Next, the SWOT framework – Strengths, Weaknesses, Opportunities and Threats – was utilized to purposefully plan the next three years. Using the SWOT, the top priorities for SCCR were identified as:

- Education, Employment and Income Management
- Housing
- Nutrition
- Transportation
- Mental Health

To facilitate discussion, it was determined that all five areas were of equal importance and that regional transportation access was, already, an initiative that SCCR was working on as an active partner in the County. The group then split into four groups to discuss the remaining four priorities to gather practical ideas to guide the future work of SCCR.

THE RESULTS

Education/Employment/Income Management

Strengths

- Sangamon County has multiple universities, trade schools for education and job skills
- SCCR: has an trained, compassionate staff
- is mission-driven
- boasts high customer satisfaction
- has numerous collaborations with local organizations
- has good relationships with state and federal officials
- has CNA (certified nursing assistant) and personal care assistant programs in place
- has 5 bank partners offering weekly budgeting training at SCCR
- has three mental health partner organizations offering weekly mental health workshops

Weaknesses

- Funding is in peril
- Data – difficult to track households enrolled in case management
- Funding restrictions inhibits relationships
- Lack of success stories of numerous family successes

- Perception of the word “collaboration” by some community organizations.

Opportunities

- IT – LIHEAP.net, CSBG Stars and Weatherworks
- Case management data – Stars does not provide
- Community – Medical sector employment

Threats

- National and State political climates
- Funding reductions
- Unwillingness of State officials to negotiate
- Lack of FT jobs with benefits
- Healthcare – Future of the ACA
- State budget long-term impact and if Community Action will be collateral damage

Results - 2018-2020 Strategic Priorities

1. Core Theme: Better Lives

Objective: Stabilizing Lives

A. Food and Nutrition

Community Action will again partner with Senior Services of Central Illinois to deliver monthly food boxes to the most vulnerable seniors unable to travel, thereby assisting in the desire to remain independent at home. In addition, a seasonal agency mini-food pantry will ensure children are not hungry during breaks and weekends while in the office for CSBG services.

B. Building a Family’s Basic Resources and Resiliency

Community Action will work in partnership with the families we serve to identify and bundle basic resources to help them increase their resiliency and meet their life goals. Mental health providers will present workshops in the agency and individual counseling will be available as needed.

C. Housing

Community Action will partner with banks and a HUD certified Housing Counselor to offer

certified workshops in the effort to assist the agency's customers as well as customers of Habitat for Humanity to prepare as first-time homebuyers including mortgage assistance, credit establishment/repair, home maintenance and general financial literacy.

D. Health

Community Action will provide dental care and medications in the form of vouchers to local providers for procedures not covered by the ACA and referrals for procedures covered by the ACA.

Objective: Equipping Families for Success

E. Employability

Community Action will work in partnership with the people we serve to develop goals, refer to local training/education opportunities, develop career plans and begin or further their journey on a career pathway. A strong partnership with the Goodwill Career Center will strengthen the services.

F. Education

Community Action will provide financial assistance to customers in the form of scholarships, referrals or training in partnership with LLCC and Fishes and Loaves Outreach Ministries to certificate or degree programs designed to increase employability and fill gaps in job vacancies in our community.

G. Asset Building

Community Action will work with families to build assets, repair credit, manage their budgets, plan for their future and find a financial home.

2. Core Theme: Stronger Communities

Objective:

A. Coordination/Catalyst for Change

Community Action will take a leading role (or be a strong participant) in coalition planning and strategic partnerships that lead to significant community impact.

B. Engagement

Community Action will offer a dynamic path for community members to engage in advocacy around issues important to them as an active partner with the Faith Coalition for the Common Good.

3. Core Theme: High-Impact Organization

Objective:

A. Customer Focused

Community Action will emphasize high-quality, innovative service responsive to and informed by the voice of our customers and partners.

B. Engaged Workforce

Community Action will foster positive career and leadership development across our entire workforce.

C. Continuous Improvement

Community Action will develop and track key indicators of success to guide the continuous improvement of our work to stabilize lives, equip families for success and strengthen community.

D. Financial and Health Stability

In order to ensure high-quality customer service, Community Action will maintain the financial health of our department.

MOVING FORWARD

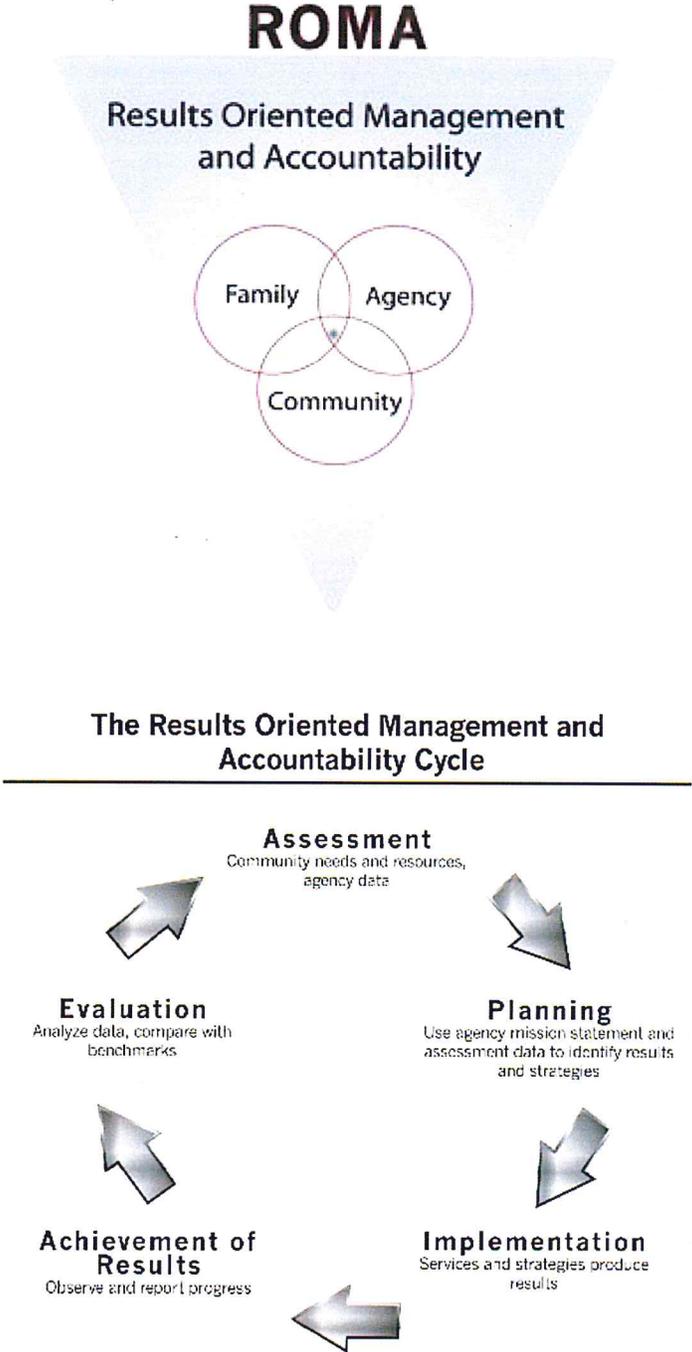
These three priority areas were identified and developed through the strategic and visionary discussions conducted by the SCCR Board, stakeholders and staff. They will be more fully developed by the SCCR staff by identifying specific projects with timelines. The projects will have individuals and/or teams assigned for accountability and to ensure the actualization of the initiatives.

For planning purposes, the outcomes and indicators will be incorporated into agenda items at staff meetings and board meetings and used to guide thinking, promote planning, respond to environmental changes and frame the future. Each year, an update to the plan will be provided to all primary and secondary customers of the agency.

It is imperative that SCCR and all Illinois Community Action Agencies “continuously prove and improve the value of their presence and role in the communities they serve.” (taken from Improving Performance,

Scoring Success , Community Action Partnership, August, 2012) As noted in the Environmental Scan, the National Community Action Partnership developed Organizational Performance Standards to guide agencies to the future. This framework is closely models the well-known Malcolm Baldrige National Quality Award and combines both recognition and learning systems to move towards excellence in service.

At the end of the report are worksheets that mirror the work by the SCCR Strategic Plan Working Group. These worksheets will used in the continuous planning and improvement cycle to guide the mission of SCCR.



2018-2020 Strategic Planning Blue – New Initiative Core Theme: Better Lives	Objective	Measures	Targets	Personnel	IIM 138 Alignment
<p>A. Food and Nutrition</p> <p>Senior Monthly Food Box program</p> <p>In-Agency Youth Mini Food Pantry</p>	<p><u>Stabilizing Lives</u> In partnership with Humphrey’s Market, and Senior Services, due to reduced SNAP funding, provide homebound seniors with monthly food boxes to assist in ability to remain independent in their homes.</p> <p>For CSBG customers to provide their children with protein-rich, healthy snacks on Fridays, holidays and school breaks to relieve child food hunger/insecurity.</p>	<ul style="list-style-type: none"> ✓ Research ✓ Successful models ✓ Partnerships ✓ Connection ✓ Outreach strategies ✓ Monthly Evaluation 	<p>Dates of completion 2018-2019</p>	<p>CSBG Coordinator, CSBG Family Support Staff, Agency Fiscal Officer, Receptionist.</p>	<p>ROMA Goal 1: Individuals and families with low incomes are stable and achieve economic security.</p> <p>Organizational Performance Standards Applied:</p> <ul style="list-style-type: none"> • Category 1 Consumer Input • Category 2 Community Engagement (partnerships achieved). • Category 3 Community Assessment • Category 4 Organizational Leadership • Category 6 Strategic Planning • Category 8 Financial Oversight • Category 9 Data and Analysis
<p>B. Employment Supports (car repair, work uniforms, rental assistance, IDs, bus tokens) or Rental Assistance for customers on disability or pension</p> <p>Other agency services to bundle for two-generation approach and/or to provide alone</p>	<p><u>Build Families’ Basic Resources and Resiliency</u> Utilizing life coaching with a SCCR Family Support Specialist, mental health workshops with community partners, goal setting, followed by regular appointments to measure progress toward stability.</p>		<p>2018-19 and beyond</p>		

<p>to achieve stability may include:</p> <ul style="list-style-type: none"> • School Uniform Assistance • Dental Services • Summer Rec for Youth <p>C. Housing</p>	<p>Department will partner with Contact Ministries to provide Rent Assistance to their working clients who need a deposit or first-months rent.</p> <p>Department will partner with banks and a HUD certified Housing Counselor to offer HUD certified workshops in the effort to assist the agency's customers as well as customers of Habitat for Humanity to prepare as first-time homebuyers including mortgage assistance, credit establishment/repair, home maintenance and general financial literacy.</p>		<p>2018</p>		
<p>D. Health</p>	<p>Department will provide dental care and medications in the form of vouchers to local providers for procedures not covered by the ACA</p>		<p>2018</p>		

<p>Core Theme: Better Lives OBJECTIVE: Equipping Families for Success</p> <p>E. Employability</p>	<p>and referrals for procedures covered by the ACA.</p> <p><i>As an aspect of case management, Family Support Specialists work in partnership with clients create career plans, set goals, many of which include addressing unemployment and under-employment. Family Support Specialists work with customers to build their resumes, seek employment and maintain employment via employment supports. Goodwill will also provide similar assistance to supplement agency assistance. WIOA referrals are made as well.</i></p> <p><i>As a part of agency scholarship awards and C.N.A. and P.C.A. tuition</i></p>		<p>2018-19</p>		
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<p>F. Education</p>	<p>assistance, customers are encouraged to seek employment after training ends. When they provide verification of employment, they receive a stipend.</p>	<p><i>GED Financial Assistance</i> granted to eligible clients after GED instruction from Lawrence Education Center or LLCC and passed practice test for associated GED test portion.</p>	<p><i>High School Summer School Tuition Assistance</i> is offered to any eligible Sangamon County student who is referred by an administrator as at-risk for dropping out or not on track to graduate.</p>	<p><i>Scholarship Awards to eligible customers for Training or Education in high-growth employment sectors.</i></p> <p><i>Summer Recreational tuition for at-risk youth</i></p>
<p>G. Asset Building</p>	<p>Weekly financial literacy workshops required for all Rent or Employment Support applicants to</p>			

	<p>examine current income/expenses, repair credit, manage budgets, plan or the future and find a financial home. <i>Housing counseling</i> – see 1C above “Housing”.</p>				
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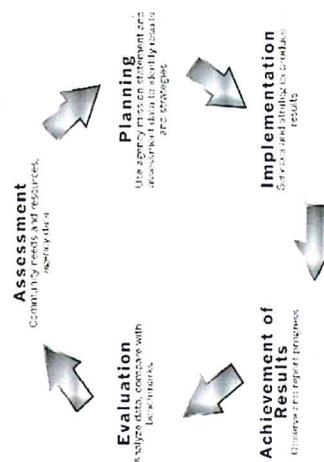
2018-2020 Strategic Planning 2. Core Theme: Stronger Communities Blue – New Initiative	Objective	Measures	Targets	Personnel	IIM 138 Alignment
<p>A. Strategic Partnerships</p> <p>1. Ex-Offender Re-Entry program: Shifting Into New Gear (SING)</p> <p>2. After School and Summer Youth programs for At-Risk Youth</p>	<p>Coordination/ Catalyst for Change</p> <p>Create self-sufficiency and stability with formerly incarcerated individuals</p> <p>Provide space for intake, classes including credit establishment, asset building and bundled agency services (i.e. ID assistance and bus tokens for job seeking) and referrals through case management in concert with SING case workers.</p> <p>Partner and provide tuition assistance for families to participate in critical youth programming.</p>	<p>✓ Shared Vision</p> <p>✓ <i>Shared Measurement Systems</i></p> <p>✓ <i>Common Agenda</i></p> <p>✓ <i>Mutually reinforcing activities</i></p> <p>✓ <i>Continuous Communication</i></p> <p>✓ <i>Backbone support organizations</i></p> <p>✓ Achievement of meaningful outcomes</p> <p>✓ Cross-sector alignment</p> <p>✓ Coordinated action</p> <p>✓ Process</p> <p>✓ Data</p> <p>✓ Reduction in youth gun violence</p>	<p>Dates of completion 2018-2019</p> <ul style="list-style-type: none"> • Changes in individual behavior • Changes in professional practices • Changes in public policy • Changes in cultural norms <p>2018+</p>	<p>CSBG Coordinator/ Executive Director</p>	<p>ROMA Goal 1: Individuals and families with low incomes are stable and achieve economic security.</p> <p>Organizational Performance Standards Applied:</p> <ul style="list-style-type: none"> • Category 1 Consumer Input • Category 2 Community Engagement (partnerships achieved). • Category 3 Community Assessment • Category 4 Organizational Leadership • Category 6 Strategic Planning • Category 9 Data and Analysis <p><u>Collective Impact Readiness</u></p> <ol style="list-style-type: none"> 1. Influential Leaders 2. Financial Resources 3. Basis for Collaboration 4. Urgency for Change

<p>3. Regional Office of Education: Poverty Institutes with Sangamon County School District teams from each school to effectively address poverty experienced by a significant number of families with children in Sangamon County</p>	<p>Dr. Donna Beegle, founder of Communication Across Barriers, will present a one-day poverty competency workshop to Springfield School District #186 teams and teams from all other Sangamon County teachers and helping professionals in order to obtain knowledge and skills for systematically addressing the impacts of poverty; a poverty knowledge base necessary for improving educational outcomes. Participants will also receive multiple CAB resources and Dr. Beegle's book: See Poverty, Be the Difference. Implementation will happen in the form of action plans using the resource: Blueprints for Change, a guide for creating solutions from within. Plans for each school will include creating a non-discriminatory organizational culture by capturing the each school's current reality by assessment, current data and then finalizing the action plan with a poverty competency advisory team.</p>	<p>2016-20 and beyond</p>
<p>4. Community Health Connection Program</p>	<p>The Community Health Connection Program (CHCP) is a partnership of 8 organizations working together to address the health needs of residents of Brandon Court and Poplar Place. The program consists of several components, including: implementing an evidence based model incorporating a community health worker (CHW) program/ peer to peer program; provision of mental health services; coordinating referrals between partnering agencies; community</p>	<p>2016-2019</p>

<p>5. United Way Vision Councils: A Collaborative Approach</p>	<p>engagement and stakeholder education; and implementation of various programs with the intent to develop a healthy community and increase health literacy. The CHCP is a collaboration of 9 organizations: Central Counties Health Centers, Southern Illinois University Center for Family Medicine, Springfield Community Federation, Sangamon County Community Resources, Kumler Outreach Ministries, Memorial Behavioral Health, YMCA, Catholic Charities St. Clare's Health Clinic and University of Illinois - Springfield.</p>		<p>2016-2019</p>		
	<p>As a Basic Needs Vision Council member, Community Resources participates in grant reading and helping to determine organizations that receive the funding to address gaps in services including: basic needs including food, utility assistance and rent/sheltering. Agencies that receive funding include Catholic Charities (St. Johns Breadline and Mobile</p>				

<p>6. Focused Deterrence</p>	<p>Food Pantry), Mini O’Bieme, Sojourn Shelter and Youth Service Bureau, Contact Ministries and Helping Hands.</p>	<p>2017-2020</p>	<p>Community Resources is a member of the planning committee for the Springfield Police Focused Deterrence Program. The overall idea of focused deterrence strategies is that police can increase the certainty, swiftness, and severity of punishment in a number of innovative ways, often by directly interacting with offenders and communicating clear incentives for compliance and consequences for criminal activity. These approaches all focus on high rate offenders, often gang members or drug sellers.</p> <p>Many of these strategies employ the “pulling levers” framework popularized in Boston with <u>Operation Ceasefire</u>, in which gangs were notified at call-in meetings that violence would no longer be tolerated and if violence did occur, every available legal lever would be pulled to bring an immediate and certain response. This “hard” message usually delivered by police and</p>
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<p>B. Engagement</p>	<p>prosecutors was accompanied by a "soft" message that emphasized the community's willingness to help in these change efforts and the availability of services (e.g., job training, drug treatment), for gang members interested in engaging in more pro-social behavior. These call-in meetings or forums followed from a multi-agency team carefully analyzing Boston's youth violence problem, and concluding that violence was largely concentrated among a small group of gang-involved offenders</p> <p>Community Action will provide a dynamic path for low-income and other community members to engage in our mission and expand their positive impact on Sangamon County.</p> <p>Week-long leadership training provided by the Faith Coalition for the Common Good is made available to customers of Community Resources through agency financial literacy and life skills workshops.</p>		<p>2011- future</p>		
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2018-2020 Strategic Planning Blue – New Initiative Core Theme: High Impact Organization	Objective	Measures	Targets	Personnel	IIM 138 Alignment
<p>Continuous Usage of the ROMA System:</p> <p>Implement Customer Needs Assessments and apply Relational Data Analysis, hold Focus Groups, hold Strategic Planning sessions, generate Community Action Plan, Provide needed services to individuals and the community in partnership with other high-performing organizations , Achieve Results, Evaluate Results and Resume ROMA Cycle from the Assessment phase</p>	<p>Customer-Focused Services</p> <p>Community Action will emphasize high-quality, innovative service response to and informed by the voice of our customers and partners.</p>	<ul style="list-style-type: none"> ✓ Research/Evidenced Based Programming ✓ Successful models ✓ Monthly Evaluation ✓ Annual Evaluation ✓ National Performance Indicators for Families ✓ National Performance indicators for Communities 	<p>Dates of completion</p> <p>2018-2019</p>	<p>CSBG Coordinator, CSBG Family Support Staff, Agency Fiscal Officer, Receptionist.</p>	<p>Organizational Performance Standards Applied:</p> <ul style="list-style-type: none"> • Category 1 Community Input and Involvement • Category 2 Community Engagement • Category 3 Community Assessment • Category 4 Organizational Leadership • Category 5 Board Governance • Category 6 Strategic Planning • Category 7 Human Resources • Category 9 Data and Analysis • Performance Management <p>The Results Oriented Management and Accountability Cycle</p> 

<ul style="list-style-type: none"> ✓ Annual Bylaw Review ✓ Quorums Met for all meetings ✓ Annual Conflict of Interest forms signed ✓ Bi-Annual Board Training ✓ Board receives monthly budget and programmatic information 	<p>Strong Board Governance</p>	<p>Throughout the year</p>		
<p>Staff receives monthly reports of agency activity</p> <p>ROMA Training conducted annually for all staff as a requirement.</p> <p>500+ total hours of technical training held for all 12 staff.</p> <p>Staff training offered on consistent basis as avenue to continuous improvement of services</p> <p>Strength-based services approach utilized for all customers</p> <p>Policies reviewed annually for necessary update.</p>	<p>Professional Staff Development</p>	<p>Throughout the year</p>		