

Reaching Higher Together

2019–2021 Strategic Plan



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Appendix A Head Start Strategic Plan

1. Message from the Executive Director

East Missouri Action Agency (EMAA) is fortunate to be staffed by approximately 203 highly skilled and committed individuals. Our 24-member board of directors provide a wide array of knowledge and authority as well as wisdom about our communities and the needs of individuals living in poverty. EMAA has a current budget of \$20 million which includes federal, state, local, and private investments. EMAA's 2019-2021 strategic plan seeks to reach higher than ever before by pointing EMAA's board, staff, and programmatic resources in the same direction. We have titled this plan [Reaching Higher Together](#) and we believe we can achieve more for our communities and individuals living in poverty if everyone at EMAA has a shared vision and commitment.

The development of the 2019-2021 strategic plan was grounded in a process that very consciously included representatives from all departments and programs—and staff from all levels of the agency, from front line staff in county offices to department leaders. These 35 staff, 2 board members and 1 policy council member formed a strategic planning team. Over six months, the team worked together to carefully consider the needs of EMAA's service area and to research the solutions EMAA should pursue in the future.

[Reaching Higher Together](#) outlines a set of operational and program strategic commitments, goals, and measures to guide future decisions. Our operational strategic commitments to funding diversification, service integration, communication, and employee compensation are synergistic. Our community and family commitments recognize the range of conditions that must be addressed at both the systems or institutional levels, and the individual customer level, for EMAA's future vision to be achieved.

I want to thank all EMAA's employees, board members and policy council for the contributions they make every day to help EMAA fulfill its mission and vision. I am confident that [Reaching Higher Together](#) positions us to do more and to do better for our neighbors than we have ever done before. I am excited and grateful to be on this journey with all of you. Let's go!

Yours in Action,

Keri McCrorey

EMAA Executive Director



11. EMAA History and Background

East Missouri Action Agency, Inc. (EMAA), a not-for-profit Missouri corporation, was established in 1965 as a Community Action Agency (CAA), and for the past 53 years has worked to end poverty in Southeast Missouri. EMAA sponsors or manages many distinct services and strategies that empower individuals living in poverty and improve community conditions, so people can reach their full potential. EMAA is a Community Housing Development Organization (CHDO) and pursuing Community Development Financial Institution (CDFI) status. EMAA is comprised of four departments: Community Services, Head Start, Housing, and Women's Wellness.

EMAA's service area consists of Bollinger, Cape Girardeau, Iron, Madison, Perry, St. Francois, Ste. Genevieve, and Washington Counties. Additional subsidized housing services are provided in Dunklin, Mississippi, Pemiscot, and Stoddard Counties, in the Bootheel region of Missouri.

EMAA is governed by a 24-member Board of Directors. Each of the eight counties included in the primary EMAA service area is represented by one board member from the public sector and one board member from the low-income sector. In addition, eight Board members are selected from the private sector and represent the eight-county service area at large. The Head Start Policy Council Liaison to the Board is included in the number of private sector representatives and represents the entire service area.

At some point in their lives, everyone needs a helping hand. EMAA is a trusted source of support for many individuals in Southeast Missouri. With a staff of more than 203 full- and part-time employees and an annual budget of nearly \$20 million, EMAA provides support to more than 16,000 individuals living in poverty every year. Each year, nearly 10,000 volunteer hours are contributed to EMAA with most time being contributed by individuals living in poverty.

Families and individuals turn to EMAA when help is needed to buffer the stressors and threats we all face. The man who finds out his job is being eliminated due to automation turns to EMAA for retraining and job-hunting support. The retired home-health aide—having worked her entire life and paid into Social Security—turns to EMAA for help weatherizing her home, thereby reducing her utility expenses and making it possible for her to continue living independently in the home she owns.

11. EMAA History and Background *(continued)*

Communities play an enormous role in the success of individuals and families. Resources and opportunities in such areas as education, employment, housing, transportation, civic engagement, and health care help build the well-being of an individual throughout all phases of the life cycle. Community resources make a difference in the critical early childhood years when the availability of quality early education correlates with health and well-being later in life. The economic conditions of a community matter to young adults who are starting out in the labor force and looking for jobs that provide a pathway to earning wages that can support a family.

Community Action Network CORE PRINCIPLES

Recognize the complexity of the issues of poverty.

Build local solutions specific to local needs.

Support family stability as a foundation for economic security.

Advocate for systemic change.

Pursue positive individual, family and community level change.

Maximize involvement of people with low incomes.

Engage local community partners and neighbors in solutions.

Leverage state, federal, and community resources.

As a CAA, EMAA is part of a distinguished national network of 1,000-plus CAAs. CAAs share a common set of core principles—precepts rooted in both their governing legislation, the Community Services Block Grant (CSBG) and the history and knowledge developed over 50-plus years.

These principles are embedded in three unique requirements: local agency governance; community assessment and planning; and resource coordination for maximal impact. These three requirements give rise to a powerful approach not found in other private and public community-based institutions.

EMAA's Reaching Higher Together plan is designed to magnify the advantages of Community Action and take EMAA services to a new level.

Sampling of EMAA's 2017 Support for Families, Individuals and Communities

Community Services

Provided intake, assessment, and referral for 6,133 individuals.
Intervened in over 12,600 emergencies.
Provided heating assistance to 8,811 persons.
Helped individuals gain over \$1 million in income tax refunds/credits.

Head Start

Provided early education, health screening, nutritious meals, and child development enrichment to over 627 children of families with low incomes.

Housing

Provided housing rental assistance for families with low incomes in 12 counties totaling 2,008 households and 5,034 individuals.
Provided weatherization services and home repair services to 65 households.
Developed and or managed over 100 units of affordable housing.

Women's Wellness

Provided reproductive care that included HIV tests and cancer screening(s) to 1,335 women.



III. Strategic Plan Methodology

In 2017, EMAA completed a comprehensive Community Needs Assessment to determine the current conditions and causes of poverty preventing individuals and families in the EMAA service area from reaching their highest potential.

EMAA's 2019–2021 strategic plan process was purposely designed to build shared commitment across, and up and down, the agency in addition to providing enough time for staff to research and learn what works rather than only continuing existing services or strategies that were operated by EMAA.

In February 2018, EMAA launched a Strategic Thinking and Planning Laboratory. A committee was formed to help coordinate and plan two Laboratory meetings. Staff from all programs and levels of the agency were recruited to attend two Laboratory meetings. In addition, board and policy council members attended both Labs, the first held in February and the second in May.

At the first Lab, participants analyzed the Community Needs Assessment, prioritized problems, and developed draft assumptions about the causes of these problems. Participants divided into teams and drafted plans to conduct further research and learning about the problems, causes and what solutions could be effective. Lab participants also identified EMAA's competitive advantages and future big questions the agency might face in the next three years. A customer panel was included in the first lab to inform the strategic planning process.

In May, Lab participants reconvened and presented their research and recommended services or strategies that EMAA could pursue to address the prioritized problems. Those recommendations are reflected in the commitments, goals, and measures in **Reaching Higher Together**, which was approved by the EMAA Board of Directors on August 27, 2018.

IV. Summary of Community Needs Assessment Analysis

The 2017 Comprehensive Community Needs Assessment (CNA) presents data on the conditions in EMAA's primary service area. The data and information gathered for the CNA was taken from three separate sources: the community needs assessment survey completed by 1,043 persons, including customers and stakeholders; secondary statistical and demographic data from US Census, US Department of Labor, and other federal and state sources; and feedback from people at community meetings held in each of EMAA's eight counties. The three-pronged approach to the CNA provided rich data for staff and the board of directors to analyze and use for planning purposes.

After review and analysis of the CNA, Lab participants identified the following priority issues affecting communities, families and individuals in the EMAA Service area.

Education

Individuals in the EMAA service area lack the skills needed to secure quality jobs.

Employment

Many jobs in the area are low-wage jobs and there are not enough high-quality jobs.

Housing

Families in the EMAA service area lack safe, affordable housing.

Transportation

People in the EMAA service area lack private transportation and those living in less populated areas do not have access to public transportation.

Civic Engagement

Individuals in the EMAA service area are not engaged in volunteer opportunities that connect them to the community.

Behavioral Health Care

In the EMAA service area there is a lack of accessible, affordable behavioral health care.

V. Mission, Vision, and Priority Results

An agency's mission helps staff, board, and community stakeholders understand the purpose of the agency, why the agency exists. The agency's vision describes the future and direction the agency is moving in. A good vision provides clarity on what success looks like. Defining and gaining commitment from staff and board members on the agency's vision will unlock new meaning, learning and potential. For this strategic plan, EMAA staff and board conducted extensive exercises to consider the purpose of the agency and what success looks like. The following new mission and vision are the results of the planning journey.

MISSION

EMAA cultivates communities of opportunity and supports people in reaching their highest potential.

VISION

Communities where everyone's potential to thrive is unlimited by community conditions.

The EMAA Reaching Higher Together 2019-2021 Strategic Plan establishes the following priority results to gauge agency success:

1. Individuals with goal plans meet their goals.
2. Adults who obtain employment for at least 180 days.
3. Individuals who obtain a recognized credential, certificate, or degree (Associate's and/or Bachelor's) relating to the achievement of educational or vocational skills.
4. Children (4-year-olds) who demonstrate skills for school readiness.
5. Employers who convert existing jobs to quality jobs.
6. New housing vouchers created or secured.
7. New accessible transportation assets/resources created in the identified community.
8. Donated time to support the CAAs delivery of services and/or implementation of strategies to address conditions of poverty in the identified community.
9. Individuals who demonstrate improved physical health and well-being.

VI. Five Operational Strategic Commitments for Changing the Way We Work and Reaching Higher Together

As part of the planning process, Lab participants assessed the “big questions” facing the agency in the next three years. A big question can be an opportunity or a threat which the agency must respond to. Usually, it is beyond the scope of the organization’s current strategies or capacity, thus requiring a new strategy. Lab participants also discussed EMAA’s competitive advantages and strengths. After discussing these issues, the following strategic commitments were identified. These five operational strategic commitments may be addressed independently, however significant benefit will be achieved when these five areas are pursued simultaneously. Over the next three years, EMAA will assess future opportunities against these five operational strategic commitments and make decisions based on how they impact each area.

1 Enhancing Internal Communication Among Staff

OUTCOME

1. Staff are more knowledgeable of all EMAA programs.
2. Internal referrals to EMAA programs increase.
3. Staff have increased job satisfaction

STRATEGIES

1. Establish basic training with in-depth agency program training and include follow-up training(s) and perhaps job shadowing.
2. Create monthly Executive Director social media video.
3. Establish a quarterly agency newsletter.
4. Develop an employee committee to research software, deploy and maintain an electronic message board (with pop-up bulletin on computer screen daily).
5. All offices/centers conduct required inter-office meetings quarterly.
6. All departments conduct monthly staff meeting, face-to-face and or conference call.
7. Create and maintain an online program manual.
8. Every office/center has a common computer for employees to access.
9. Develop and deploy an employee satisfaction survey including questions about internal communication.

PERFORMANCE INDICATORS

1. Percent of staff over baseline that report they are more knowledgeable of all EMAA programs.
2. Percent increase in internal referrals to EMAA programs.
3. Percent of staff reporting an increase in job satisfaction.

2 Integrating EMAA Services to Increase Customer Access and Improve Services for Individuals and Families

OUTCOME	STRATEGIES	PERFORMANCE INDICATORS
<ol style="list-style-type: none"> 1. Customers access a larger number of EMAA services. 2. Customers can apply for more programs on line. 3. Customers achieve their goals. 	<ol style="list-style-type: none"> 1. Provide staff training on all EMAA programs at regular intervals. 2. Improve technology infrastructure utilized by staff. 3. Create electronic access to program applications. 4. Establish a common data collection database or data solution across the agency. 5. Restructure staff to support integration. <ol style="list-style-type: none"> a. Establish a plan for creating “navigators.” 6. Adopt a plan to support engaging families in intensive, intentional services via Housing FSS and SELF. 	<ol style="list-style-type: none"> 1. Number of individuals that access 1, 2, 3 or more services (establish baseline and compare trends over time). 2. Number of online application processes available to customers. 3. Percent of individuals with goal plans that meet their goals.

3 Enhancing Communication with External Stakeholders

OUTCOME	STRATEGIES	PERFORMANCE INDICATORS
<ol style="list-style-type: none"> 1. One logo is used on all materials and signs. 2. Website traffic increases. 3. New relationships established to achieve goals. 	<ol style="list-style-type: none"> 1. Establish consistent logo and branding. <ol style="list-style-type: none"> a. Make all signage consistent. 2. Update and create plan to keep EMAA website fresh. <ol style="list-style-type: none"> a. Craft a website update plan to include adding additional information for customers on income guidelines, applications, forms etc. 3. Identify and prioritize partners needed to achieve operational goals and new strategic commitments. <ol style="list-style-type: none"> a. Create priority list of partners and develop new relationships to fill gaps in service for customers. 	<ol style="list-style-type: none"> 1. Percentage of EMAA sites with same logo and branding. 2. Percentage of increased visits to EMAA website. 3. Number of new partners established to help achieve strategic commitments.

4 Increasing Funding Levels and Funding Diversification

OUTCOME

1. Revenue streams are more diverse.
2. Non-government funding increased.
3. Board fundraising committee established.

STRATEGIES

1. Develop and implement a plan to increase private giving.
 - a. Look at best practices in CAAs and other nonprofits for private giving efforts.
 - b. Develop a plan to create relationships and build private giving to EMAA, may include events, employee contributions, etc.
 - c. Purchase software to manage private giving campaign.
2. Conduct a fundraising campaign.
 - a. Research other organizations' fundraising success and laws governing fundraising.
 - b. Develop plan based on results of research.
3. Increase board involvement in fundraising and giving efforts.

PERFORMANCE INDICATORS

1. Number of new revenue streams.
2. Percent increase in non-governmental funding.
3. Board committee is active in fundraising efforts.

5 Improving Employee Compensation and Job Satisfaction

OUTCOME

1. Employee satisfaction levels improve.
2. Employee retention rates improve.
3. All EMAA positions meet a "quality job" definition
4. Employee committee established.

STRATEGIES

1. Establish annual employee satisfaction survey.
 - a. Research best practices for employee surveys.
 - b. Craft and deploy survey.
 - c. Share results with staff and make plans for improvements.
2. Analyze wage comparability data for all EMAA positions.
3. Research and identify options for increasing job satisfaction other than wages (e.g., tuition reimbursement, flexible hours, benefits).
4. Assess if all EMAA positions would meet a "quality job" definition. If not, establish plan to make the position a "quality job."
5. Provide supervisors' training on how to communicate and work more effectively with employees.
6. Establish an employee advisory committee to provide feedback and help share information.

PERFORMANCE INDICATORS

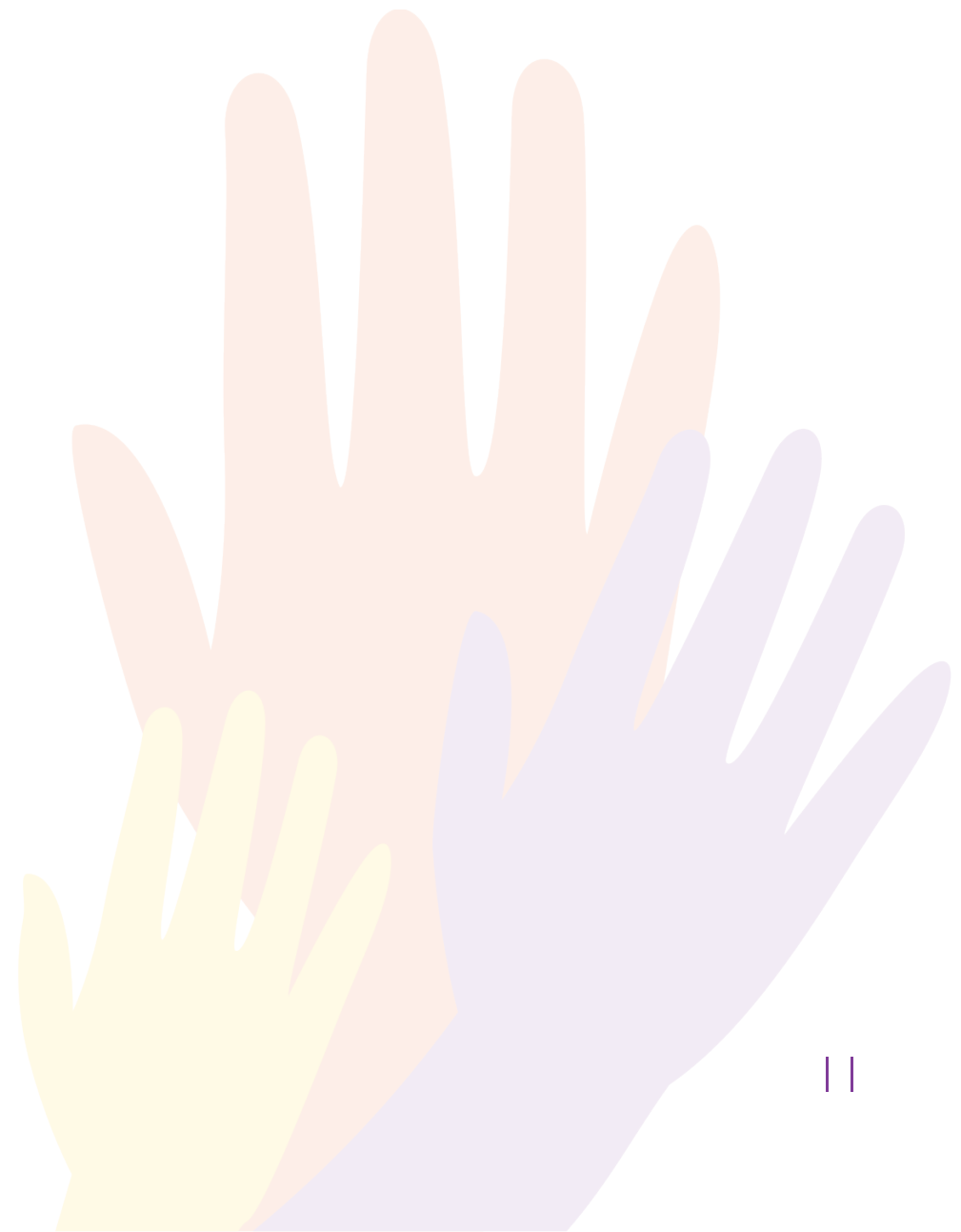
1. Percent of employees report job satisfaction (baseline).
2. Percent of staff reporting an increase in employee job satisfaction.
3. Number of EMAA positions that meet a "quality job" definition (baseline).
4. Percent of EMAA positions that meet a "quality job" definition.
5. Employee committee meets semi-annually and provides feedback to leadership team.

VII. Six Programmatic Strategic Commitments for Changing Our Communities and Supporting Families and Individuals in Reaching Higher Together

EMAA's work to address community conditions and help families and individuals thrive addresses the following seven programmatic domains:

- Education
- Employment
- Housing
- Transportation
- Civic Engagement
- Health and Behavioral Health Care
- Income, Infrastructure, and Asset Building

To achieve the EMAA vision of communities where everyone's potential to thrive is unlimited, it is necessary to remove barriers and create opportunities in all seven domains. In **Reaching Higher Together**, we are outlining a strategic commitment in most of these areas, and in most instances the commitment is a new one for EMAA. In all the domains EMAA will continue to sponsor or operate existing services or strategies that support families and individuals or change community conditions.



Education Goals

STRATEGIC COMMITMENT

Services and Strategies

Performance Indicators

EMAA will create opportunities that help individuals increase their skills and training, so they can secure quality jobs and reach their full potential.

1. Develop a document to highlight advanced skills training opportunities and provide it to families receiving services.
2. Aggressively promote and hold REALL simulations in schools, and with youth organizations so children see the value of education.
3. Develop and promote a workshop to obtain financial aid opportunities for post-secondary education.
4. Develop and offer a competitive scholarship for students from families with low incomes.
 - a. Possible funding from grants, payroll deductions and corporate sponsorship.

OUTCOME: Individuals attain skills and training.

1. Number of individuals who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills.
2. The number of individuals who obtained an Associate's degree.
3. The number of individuals who obtained a Bachelor's degree.
4. The amount of funding raised for scholarships.
5. Percent increase of the rate of youth in the identified community who attend post-secondary education.
6. Percent increase of the rate of youth in the identified community who graduate from post-secondary education.
7. Number of accessible and affordable education assets or resources added for school age children in the identified community.

2

EMAA will provide quality early childhood experiences that prepare children for kindergarten and help them to reach their full potential.

1. Children receive high quality education instruction in the classroom.
2. Children receive immunizations and other health care services.
3. Children will be provided nutritious meals.
4. Parents will be engaged and provide support for school readiness.

OUTCOME: Children demonstrate skills for school readiness.

1. The number of children (0–5) who demonstrated improved emergent literacy skills.
2. The number of children (0–5) who demonstrated skills for school readiness.
3. The number of children (0–5) who demonstrated improved positive approaches toward learning, including improved attention skills.
4. The number of children (0–5) who are achieving at basic age level (academic, social, and other school success skills).

3

EMAA will expand quality early childhood experiences that prepare children for kindergarten and help them to reach their full potential.

1. Secure funding for Early Head Start.

1. Services to pregnant mothers, infant and/or toddlers in at least one county begins.

OUTCOME: Establish an Early Head Start program by the fall of 2021.

Employment Goals

STRATEGIC COMMITMENT

Services and Strategies

EMAA will partner with employers and others in the community to improve the quality of jobs available in the community.

1. Establish a quality jobs campaign.
 - a. Educate employers on the value of retaining trained employees.
 - b. Provide decals to quality job employers to encourage the community to support these employers.
 - c. Hold round table with partners to encourage a community benefit agreement.
2. Establish a mentor/job coach role.
 - a. Communicate with employer to address issues or concerns with an employee (EMAA customer).
3. Coordinate efforts with services and strategies EMAA pursues to increase skills and training of individuals.

OUTCOME: Increase quality jobs in the community.

Performance Indicators

1. Number of jobs created to increase opportunities for people with low incomes in the identified community.
2. Number of “quality” jobs created in the identified community.
3. Number of employers who convert existing jobs to quality jobs.

2

EMAA will strengthen our communities by helping to promote business development and expansion.

1. Offer flexible term business loans.
2. Provide one-on-one coaching to small business owners.
3. Provide training and workshops (Money Smart for Small Business Training) to small business owners.

OUTCOME: Increase jobs in the community.

1. Number of hours of training provided to small business owners.
2. Number of business loans made.
3. Number of jobs created to increase opportunities for people with low incomes in the identified community.
4. Number of “quality” jobs created in the identified community.

Housing Goals

STRATEGIC COMMITMENT

Services and Strategies

Performance Indicators

EMAA will expand the availability of safe, affordable housing for families with low incomes.

1. Research other resources to increase funding for subsidized housing.
2. Build affordable units to rent that are energy efficient.
 - a. Approach banks for reasonable loans.
 - b. Utilize agency construction crew.
 - c. Utilize partnerships with school vocational training programs.
 - d. Utilize volunteers to assist with construction.
3. Agency will build a house to raffle off.
 - a. Use funds from event to build more units.

1. Number of safe and affordable housing units developed in the identified community.
2. Number of new housing vouchers created or secured.

OUTCOME: Increase available, safe, affordable housing units in the service area.

2

EMAA will help families with low incomes secure and maintain affordable, and safe housing.

1. Provide tenant-based rental assistance to families with low income.
2. Provide information on agency programs when conducting housing briefings.
3. Establish increased recruitment efforts with other agency programs serving parents of young children.
4. For persons with disabilities and/or homeless, their family's supportive services are provided along with rental assistance.
5. Establishment of Family Self-Sufficiency contract to help families obtain employment and economic independence. An FSS escrow account is established and can be awarded to the family once the contract is complete and goals are met.

1. The number of households who obtained safe and affordable housing (also track from 90 days, and 180 days).
2. The number of individuals who used their savings to purchase an asset (a home).
3. Percent of individuals with goal plans that meet their goals.

OUTCOME: Families/households have available, safe, affordable housing.

Housing Goals

3

Services and Strategies

Performance Indicators

EMAA will help families with low incomes become homeowners.

1. Provide tenant-based rental assistance to families with low income.
2. Assist families to develop an IDA account.
3. Provide homeownership and housing counseling.
4. Establish increased recruitment efforts with other agency programs serving parents of young children.

1. The number of households who obtained safe and affordable housing (also track from 90 days, and 180 days).
2. The number of individuals who used their savings to purchase an asset (a home).

OUTCOME: Families/households purchase a home.

4

EMAA will help families with low incomes conduct repairs, remediate health and safety issues, and/or weatherize their homes.

1. Remove a health and safety issue for a household that owns their home.
2. Perform major repairs and improvements to the homes of owners that meet income guidelines.
3. Install weatherization measures that make a home more energy efficient.

1. The number of safe and affordable housing units maintained and/or improved through WAP or other rehabilitation efforts identified in the community.
2. The number of households with improved energy efficiency and/or energy burden reduction in their homes.

OUTCOME: Families/households have available, safe, affordable housing.

5

EMAA will help families with low incomes maintain heating and cooling services.

1. Assistance is provided to a household to reduce the heating and/or cooling expenses.
2. Assistance is provided to a household to forestall a utility (heating or cooling) crisis or reconnect a household that has been disconnected from their utility service.

1. The number of households with improved energy efficiency and/or energy burden reduction in their homes.
2. The number of households where a heating or cooling disconnection was averted.

OUTCOME: Households reduce their energy burden and prevent heating or cooling disconnections.

Transportation Goals

STRATEGIC COMMITMENT

Services and Strategies

Performance Indicators

EMAA will work to remove transportation barriers for families with low incomes so they can work, go to school, seek medical care, and purchase groceries.

1. Secure funding to provide individuals loans to purchase automobiles.
 - a. Pursue government grants, Family Self-Sufficiency.
2. Provide education for financial responsibility, and maintenance of owning their own transportation.
3. Research and determine feasibility of replicating a transportation service with volunteers.

1. Number of new accessible transportation assets/resources created in the identified community.
2. The number of individuals who secured a loan to purchase an automobile.
3. Percent increase of transportation services in the identified community.

OUTCOME: Individuals have accessible and affordable transportation options.

Civic Engagement Goals

STRATEGIC COMMITMENT

Services and Strategies

Performance Indicators

EMAA will create meaningful opportunities for individuals in the community to connect through volunteering with EMAA.

1. Create and deploy a plan to develop volunteer coordination efforts.
 - a. Assess funding options and secure funding. (Perhaps redirect some program funds and fund raise.)
 - b. Work with a team from across the agency to determine where meaningful volunteer opportunities can be established that also expand EMAA capacity.
2. Secure funding to provide stipends to volunteers for retention.
3. Develop marketing plan for volunteer opportunities.

1. The number of Community Action program participants who increased skills, knowledge, and abilities to enable them to work with Community Action to improve community conditions (track leadership skills, improved their social networks, and enhance their ability to engage).
2. Percent increase of donated time to support the CAA's delivery of services and/or implementation of strategies to address conditions of poverty in the identified community.

OUTCOME: Increase volunteer engagement at EMAA.

2

EMAA will help members of the community increase awareness of the realities of poverty.

1. Community Action Poverty Simulations.
2. Poverty Tours.
3. Community meetings to present information on poverty.
4. Community Outreach Fair.

1. The number of simulations held and the number of community members who participate in the simulation.
2. The number of community members attending Poverty Tours.
3. Total number of community meetings staff presented at.
4. The number of partners and guests at Community Outreach Fair

OUTCOME: Community members increase knowledge of poverty conditions, causes, and the challenges with breaking out of poverty.

3

Individuals with low incomes will be prepared to serve as leaders in their communities.

1. Campaign to ensure individuals with low-incomes are represented on local governing bodies.
2. Provide training to Low Income Representatives serving on the Board of Directors and Head Start Policy Council.

1. The number of tri-partite board members with low incomes.
2. Percent increase of people with low incomes who acquire and maintain leadership roles with the CAA or other organizations within the identified community.
3. The number of leadership training hours completed by individuals with low incomes who serve on the Board of Directors and/or Head Start Policy Council.

OUTCOME: Individuals with low incomes take on leadership roles in their communities.

Health Care and Behavioral Health Care Goals

STRATEGIC COMMITMENT

Services and Strategies

Performance Indicators

EMAA will work to increase access to affordable behavioral health care services.

1. Explore further the supply of behavioral health care services and demand.
 - a. Examine state health data.
 - b. Interview providers and partners.
 - c. Examine what CAAs and other non-profits are doing to address the behavioral health care needs.
 - d. Present analysis and recommendations to Board of Directors.
2. Develop a plan based on direction provided by Board of Directors.

1. Analysis of behavioral health care needs completed.
2. Plan developed and launched as directed by Board of Directors.

OUTCOME: Individuals have accessible and affordable behavioral health care services.

2

Provide affordable health care to individuals with low incomes.

1. Provide family planning services on a sliding scale.
2. Provide breast and cervical cancer screenings to income-eligible women.
3. Provide free lifesaving diagnostic screenings and healthy lifestyle education to women ages 35–64 who qualify.

1. The number of individuals who demonstrated improved physical health and well-being.
2. The number of individuals who received contraceptives.
3. The number of individuals who received STI/HIV screenings.

OUTCOME: Individuals have accessible and affordable preventative health care services.

3

Provide healthy meals to children to maintain their health and proper nutrition.

1. Meals are prepared and delivered to sites or distributed at centers.
2. Children 18 and under are provided a healthy meal.

1. Number of meals provided at number of sites and centers.

OUTCOME: Healthy meals are provided to children.

Income, Infrastructure, and Asset Building Goals

Services and Strategies

Performance Indicators

EMAA will provide free income tax preparation to households allowing them to retain more of their refunds and tax credits.

1. Establish a Volunteer Tax Assistance Site(s) with Facilitated Self-Assistance services.
 - a. Volunteers and/or staff prepare Missouri Property tax credit for the elderly and/or disabled.
 - b. Volunteers and/or staff complete VITA certification.

1. Number and percent of participants in tax preparation programs who qualified for any type of federal or state tax credit and the expected aggregated dollar amount of credits.
2. Total amount of refunds individuals receive.
3. Total number of individuals who received services from VITA, EITC, or other tax preparation programs.

OUTCOME: Households receive refunds and/or tax credits.

2

Assist individuals with low incomes in savings and purchasing an asset.

1. Individuals complete financial coaching.
2. Individuals open a savings account and save for an asset.
3. Individuals are provided asset-specific coaching.

1. The number of individuals who opened a savings account or IDA.
2. The number of individuals who increased their savings to purchase an asset.
 - a. Of the above, the number of individuals who purchased a home.
 - b. Of the above, the number of individuals that completed their education goal.
 - c. Of the above, the number of individuals that started a small business.

OUTCOME: Individuals use savings for post-secondary educational expenses, first-home purchase or business capitalization.

Multiple Domain Goals

Services and Strategies	Performance Indicators
<p data-bbox="315 413 1286 465"><i>Assist individuals with low incomes in reaching their full potential.</i></p> <ol data-bbox="351 498 1146 620" style="list-style-type: none"> 1. Recruitment and identification of families across all agency programs. 2. SELF coaching/case management. <p data-bbox="351 691 1388 743">OUTCOME: <i>Individuals move forward by meeting goals they establish.</i></p>	<ol data-bbox="1498 498 2382 1624" style="list-style-type: none"> 1. Percent of individuals with goal plans that meet their goals. 2. Number of unemployed youth who obtained employment to gain skills or income. 3. Number of unemployed adults who obtained employment up to a living wage. 4. Number of adults who obtained employment for at least 90 days and those that achieved for 180 days. 5. The number of unemployed adults who obtained employment with a living wage or higher, those that achieved 90 days and those that achieved 180 days. 6. The number of employed participants in a career advancement related program who entered or transitioned into a position that provided increase income and /or benefits. 7. Number of individuals who obtained a high school diploma and/or obtained an equivalency certificate diploma. 8. Number of individuals who obtained a recognized credential, certificate, or degree (Associate's and/or Bachelor's) relating to the achievement of educational or vocational skills. 9. Number of households experiencing homelessness who obtained safe temporary shelter. 10. Number of households who obtained safe and affordable housing and the number achieved for 90 and 180 days. 11. The number of individuals who demonstrate improved mental and behavioral health and well-being. 12. The number of individuals who achieved one or more outcomes as identified by the National Performance Indicators in various domains.

Multiple Domain Goals

2

Services and Strategies

Develop a hydroponic greenhouse to promote the growing of healthy produce and the economic potential of hydroponics.

1. Operate hydroponic greenhouse.
2. Establish education and outreach programs.
3. Distribute produce via a plan that includes a mix of for-profit and sale activities.

Performance Indicators

1. Number of individuals educated about hydroponics.
2. Value of produce donated.
3. Value of produce sold.
4. The number of jobs/and or businesses created to increase opportunities for people with low incomes in the identified community.

OUTCOMES: 1) Healthy produce is grown. 2) Community is educated on the potential of hydroponics. 3) Job and/or business opportunities are created.

VIII. Plan Implementation and Accountability Network

The implementation of **Reaching Higher Together** will be conducted by staff and teams identified in the annual action plan with oversight from the executive director and board. Teams will be formed around the five operational strategic commitments and each of the six programmatic strategic commitments. Teams will include “coalitions of the willing” and staff from across, and up and down the organization. Team leaders will be identified in the annual action plan.

Senior leadership will structure their meetings around the commitments in the plan and the executive director will provide a quarterly progress update.

An annual work plan will be created to support implementation of the plan. At a minimum the action plan will include the following for each of the five operational commitments and the six programmatic strategic commitments.

Strategic commitment

Performance
measure/indicators

Commitment team lead

Strategies for the year with
action steps

Resources/cost

Staff responsible

Target date of completion

Status explanation

IX. Acknowledgements

Completion of **Reaching Higher Together** would not have been possible without the engagement of the Strategic Thinking and Planning Lab Participants. These participants attended four plus days of Labs and conducted extensive research in between the Labs. We are very grateful for the contributions of staff and board members to both the Community Needs Assessment and the Strategic Plan. Finally, we want to extend a special thank you to the customers who shared their stories with us and helped us craft current and future journey maps. Your voices and feedback have been incredibly helpful, and we are so grateful for your generosity and openness.



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Appendix A

EMAA Head Start Strategic Plan

This Strategic Plan will be used to guide our program through the next five years of our grant. It was compiled using the self-assessment, community assessment, and input from both policy council and the board of directors. It contains short-term and long-term goals.

Short-Term Goals	EXPECTED OUTCOME	TOOLS USED	EXPECTED CHALLENGES
1 Increase the number of applications for our program within our eight (8) county area, paying attention to underserved area(s).	To show an increase in the number of children's applications taken and to see an increase in our wait-lists.	Child Plus reports; applications	Increase in number of pre-k programs with public school; population decrease
2 Increase knowledge in our education staff for dealing with challenging children behaviors. We have seen an increase in the number of children, enrolled in our program, that have challenging behaviors.	To observe education staff using new methods or strategies while dealing with challenging behavior. We will offer more trainings on this topic.	Teacher observations, CLASS observations, training records, and staff meetings	Staff turnover; staff absent for trainings
3 Work to increase collaboration with public schools, especially with dually enrolled children.	Increase the number of meetings with public school(s) to better meet the needs of dually enrolled children.	Meeting reports; schedule changes; increased scores on children's screening	Some districts may not be willing to meet with our program; time constraints
4 Implement opportunities for parents to participate in parenting curriculum.	Parents will interact more with staff, meet other parents, and experience positive ways to interact with their children.	Meeting minutes; discussions with staff; and home visit reports	Meeting dates or times may not work for all parents; parents uncomfortable following a curriculum; lack of participation

EMAA Head Start Strategic Plan *(continued)*

Long-Term Goals		EXPECTED OUTCOME	TOOLS USED	EXPECTED CHALLENGES
1	Increase the number of Family Advocates that have a credential in social work or related field.	Family advocates will be better equipped to coach families to set and reach goals that will lead to self-reliance. Classes will be set up for Family Advocates monthly, so they will obtain a Family Development Credential.	Class sign-up; portfolio, assignments, and credential	Staff turnover; scheduling issues
2	Establish an Early Head Start program by the fall of 2021.	To serve eight (8) pregnant mothers, infants, and/or toddlers in at least one of our eight (8) counties by converting twenty (20) Head Start slots.	Grant applications, community assessment, surveys from parents and communities and the establishment of an EHS classroom	Lack of funding opportunities; building renovations; conversion of acceptable slots

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