



Five County AOG Community Action 3 Year Strategic Plan & Succession Plan

Draft
2019

Table of Contents

Mission Statement:	3
Goals	3
General Overview	3
Strategic Focus Areas	3
Community Needs Assessment Prioritization Summary	3
Executive Summary	3
Strategic Priorities	4
Strategies for achieving strategic priorities:	6
1) Diversifying funding sources	6
2) More in-kind vendors	7
3) Supporting local county IGP initiatives (collective impact)	7
4) Better utilize CSBG as appropriate matches for AmeriCorps Programs with anti-poverty focus and for Continuum of Care	Error! Bookmark not defined.
5) Increase staff hours for part-time staff so additional cross training may occur (strengthen succession planning process)	7
6) Continue to serve in community-wide initiatives (even if as supporter, collaborator, funder (through subcontracts), or consultant)	7
7) Begin reviewing logic models in personnel performance reviews and in staff meetings to strengthen the accountability of Community Action Staff	7
8) Provide support in the development and execution of an AOG-wide strategic plan	8
9) Increasing accessibility of our Community Action services and community knowledge	8
10) Better Accessibility	8
Accountability and ROMA	9
Board	9
Annual Community Action Plan	9
Individual Program Planning and Evaluation	9
Succession Plan	9
Permanent Position Replacement	9
Individual Program Succession	11
Individual Succession Plan	11
Department Financials	14
Department Social Media and Communication Accounts	14
Case Management Staffing	14
HR	14

Mission Statement:

Plan, Prepare, and Partner to assist individuals and families experiencing or at risk of experiencing poverty in becoming more self-sufficient while building stronger communities in Southwest Utah.

Goals

The primary purpose of Community Action programs is to maximize the effectiveness of resources being expended in the Five County area through direct services, comprehensive planning /collaboration, proper resource management, resource development, and program evaluation.

General Overview

Five County Association of Government's Community Action Partnership is one of Utah's nine federally designated community action agencies (CAA's) and is the largest of the five CAA's operated by Association of Governments. The goal of community action agencies is to provide stabilization and empowerment to low-income households. These services should move individuals and households towards self-sufficiency. This is done by leveraging Community Service Block Grant (CSBG) funding to build partnerships with faith-based, public, non-profit, and for-profit entities; identify and meet changing community needs; and engage community members (including through volunteerism). This also includes supporting other service providers in Southwest Utah through subcontracting, information and referrals, and technical assistance.

Strategic Focus Areas

Community Needs Assessment Prioritization Summary

Executive Summary

Five County Association of Governments (Five County AOG) and the tripartite board used the community needs assessment and public forums to tentatively prioritize efforts in the next three years. As a result of the survey, it was identified that housing, transportation, and income management were the three areas with the highest priority. However, certain needs were determined to be more pressing than others, based on additional information from consultation with community partners and Five County AOG staff. The interconnectivity of issues was examined and some issues were ranked lower as a result of the impact that housing and transportation have in overcoming barriers in other categories.

List of participants and partners in this process:

- Participants of the community needs assessment survey and public forums (including local businesses, clients, and community partners)
- Five County Association of Governments Executive Director and Community Action Staff
- Five County Human Services Council (tripartite board)
- Community Action Partnership of Utah staff
- The Five County Steering Committee (county commissioners, school board members, mayors, and representatives of SUU and Dixie State University)

Strategic Priorities

Priority #1: Housing

Based on the data collected in the community needs assessment and feedback by various Five County AOG staff and community partners, housing was identified as the greatest priority in Southwest Utah. With average wages in our area being lower than the state average, and the rapidly increasing prices of homes and rentals, lack of affordable housing has the potential to disrupt communities, increase homelessness, and create family instability. Some families relocate further away from employment and community resources in order to obtain more affordable housing. This creates additional transportation burdens. Some housing barriers are often tied to income management and credit scores. As part of our community level work, financial education will be offered to people who want to clean up their credit report and work on budgeting in order to become homeowners (in affordable home ownership programs like Rural Development, Habitat for Humanity, Self Help Homes, and Sun Country Home Solutions). Five County Community Action offers financial education classes to community members to increase the number of asset resources to the community. Some of the attendees at the financial education classes are through Habitat for Humanity, Rapid Rehousing, and Root for Kids. In order to help individual households that are renters stabilize better when they move into an affordable rental with the FCAOG deposit assistance program, Five County may offer several months of full or partial rent, along with other services Five County offers to clients. In addition to the utility deposit program, Five County will also collaborate with the HEAT program and other community partners to offer a water assistance program, even when the household receives HEAT assistance. Currently, HEAT does not offer water assistance to clients, so this would fill a gap to help stabilize people in their housing.

Priority #2: Employment

Based on the data collected in the community needs assessment and feedback by various Five County AOG staff and community partners, employment was identified as the second greatest priority in Southwest Utah. Five County AOG can best support employment through transportation, housing, and educational efforts. This is generally reflected in the community needs assessment. It will continue to use other AOG services as a link to employment resources. As an agency, we will support infrastructure to increase internet speeds for telecommuting purposes.

Priority #3: Use of Income

Based on the data collected in the community needs assessment and feedback by various Five County AOG staff and community partners, income management was prioritized as the third greatest need overall. Local elected officials identified this issues area as the most important area. The reason this was ranked third instead of first in prioritization is due to the evidences presented around “housing first.” Although the model pertains to homeless individuals, Five County staff determined that housing stability is still applicable to those living in poverty who are not homeless. Five County will provide VITA services and financial education courses as methods of creating more financial stability. This is included in employment support program and housing supports, which address both individual / family level work as well as community level work.

Priority #4: Nutrition

Emergency services, including food boxes, was not indicated to be as high a priority as it has been in the past. Increases in Older Americans Act resources and partnership with the Utah Food Bank may be reasons for the increase in nutrition services. In rural areas like Milford, Escalante, Big Water, Orderville, and Hurricane, where no local DWS office is present, pantries provide a needed link to DWS one-stop services. Data from the Community Needs Assessment also indicates long-term pantry users who are on fixed income or “stuck” in low-paying jobs, do not receive individualized assessments on an annual basis, which may be remedied by case work through food pantries. Five County AOG will keep food pantry locations and utilize them as a case management tool to increase self-sufficiency and will look for additional non-CSBG resources to support pantry operations.

Priority #5: Education

Based on data collected in the community needs assessment survey, clients and practitioners generally felt educational needs were being met. However, the data collected in the community needs assessment show the region lags the state in overall post-high school education. Based on rankings from local elected officials, discussions with economic development practitioners, and data collected by the Intergenerational Poverty Commission, education will be prioritized higher than expected. In the past, Five County AOG has supported GED obtainment and vocational training. As resources for these services increases, Five County will prioritize early childhood education, youth programs which encourage college-readiness, and support to continuing education students finishing certificates (to fill gaps or support WIOA and TANF efforts of Utah Department of Workforce Services). These prioritizations align more closely with needs mentioned in the Intergenerational Poverty Report. In the strategic plan, we want to increase non-CSBG funding or find another home for the Youth Volunteer Corps (YVC) program.

Priority #6: Transportation

Based on the data collected in the community needs assessment and feedback by various Five County AOG staff, community partners, and the Five County Mobility Management Council, transportation was identified as the fifth most pressing issue to address. This was partly determined due to the interconnectivity of housing and transportation. Five County AOG will provide direct services (bus passes, client travel training, and gas vouchers)

and subcontract / coordinate with human service transportation agencies and businesses which will help alleviate childcare, employment and educational barriers.

Priority #7: Health

Five County AOG will participate in the social determinants of health efforts, however, services in coordination with Family Health Care, Intermountain Health Care, Wayne County Clinic (Garfield County), Doctor's Volunteer Clinic, and other providers will tie directly into outcomes in the housing and employments domains. This may include employment counseling with those with mental health disorders (Southwest Behavioral Health Center may be losing TANF funding) and Medication Assisted Treatment (MAT) vouchers with Family Healthcare.

Strategies for achieving strategic priorities:

1) Diversifying funding sources

- a. To serve a wider variety of clients (up to 200% federal poverty level)*
 - i. Unrestricted gas voucher fund (expedite reimbursement or partial. Current process creates barriers to self-sufficiency which program seeks to alleviate)
 - ii. Additional deposit assistance for community members (who are not CSBG eligible, but still at risk of housing instability)
- b. To overcome threats of budget disruptions / uncertainty*
- c. Find replacement funding for food pantry programs and more CSBG-funding to self-reliance, one-stop shop, or collective impact programs (like COC).*
- d. Increase fundraising*
 - i. How do we fundraise, but can't use federal funds (which pay us) to fundraise?
 1. Seed money (using project income / donations to do additional fundraising)
 2. Media: Cindy by promoting YVC – donors gave donations without asking.
 - a. Staff receive yearly or bi-yearly media training.
 - b. Board members who could help provide training?
 3. Volunteers – Can't use just serve.org / but people will call and ask.
 - a. Board members
 - b. AmeriCorps members (10% limit)
 - c. AmeriCorps VISTA (anti-poverty program / capacity only / 3 year program to build permanent position).
 4. Hurricane Valley (Chamber of Commerce)
 5. YVC kids (AmeriCorps supervisor / or parent volunteers)
 6. Food drives (through QEFAP) becomes a pantry fundraiser.

2) More in-kind vendors

- a. *In-kind volunteer (including board) recognition / VITA program operating expenses*
 - i. Gift Cards
 - ii. Donated Office Supplies
 - iii. Corporate pens (allowing for ad visiting of sponsors)
 - iv. Better recognition of great for-profit partners on the website

3) Supporting local county IGP initiatives (collective impact)

- a. *Kane County*
 - i. Ride-sharing, awareness for childcare opportunities, and AmeriCorps volunteers as a strategy
- b. *Iron County*
 - i. Emphasis on YVC (more targeted to IGP youth). More youth court.
- c. *Washington IGP*
 - i. Mentoring and providing services (such as VITA) at community center/school locations. Collaboration with 4H with building career skills to youth.
- d. *Beaver and Garfield Counties*
 - i. Needs addressed by future IGP plans.

4) Increase staff hours for part-time staff so additional cross training may occur (strengthen succession planning process)

- a. *This can include exploring the possibility of merging with other departments*
- b. *Where can positions be combined?*
- c. *Provide intensive case management / self-sufficiency in Hurricane.*

5) Continue to serve in community-wide initiatives (even if as supporter, collaborator, funder (through subcontracts), or consultant)

- a. *LHCC (Washington and Iron Counties)*
- b. *IGP Committees (Beaver, Garfield, and Kane)*

6) Begin reviewing logic models in personnel performance reviews and in staff meetings to strengthen the accountability of Community Action Staff

7) Provide support in the development and execution of an AOG-wide strategic plan

a. Incorporating Community Action Plans, Coordinated Human Services Transportation Plans, and Consolidated Plans.

8) Increasing accessibility of our Community Action services and community knowledge

a. Media

i. Training for all Community Action staff on how to better use new and old media to communicate better to the public

9) Better Accessibility

a. Locations:

i. Opportunities for any AOG-wide way to make part-time HEAT workers year-round with other programs [Expand to rural counties]

ii. If office locations are not accessible to public transportation, form partnership to meet clients at DWS, DHS, HEAT offices, etc.

1. Meet in public places (but don't public Wi-Fi)

a. Paper case files / assessments (don't use online database)

2. Mobile hotspots (with better use policies)

3. Another agency (DWS, shelter, Dove Center)

4. Support Mobility Management in volunteer driver pool "ridesharing" / Court Ordered Community Service

5. Uber (partnering – client vouchers)

b. Better utilize the Cedar City office space

i. VITA site

c. Hurricane Valley Food Pantry

i. Find local owner if possible

ii. If it is the best interest to continue to operate, make improvements to lower operational costs

1. Private grants to weatherize (not to be confused with Weatherization for clients) / swamp cooler exchange

2. Solar Panel – Reduce energy usage

3. Climate control

d. Communications

i. Social Media

1. Better training / professionalism / job duties include social media

ii. Communications

1. Encourage a Five County-wide telephone number, system, or warm transfer method

- a. Loose too many clients to multiple numbers / phone trees
- 2. Find opportunities to utilize data entry staff as receptionists
- 3. In conjunction with state association (and possibly DWS- Housing and Community Development), improve database system
 - a. Client kiosks (auto text reminders, online application, survey data, etc.)
 - b. Spend less man-power in intake and eligibility – offer more intensive case management

Accountability and ROMA

Board

In accordance with the CSBG organizational standard 4.4, the Human Services Council will receive an update of the implementation of specific strategies as part of the annual report. The board may move to modify / change the strategic plan based on the needs of the region, an updated need assessment, or other reason. This is in the Spirit of Results Oriented Management and Accountability systems (ROMA).

Annual Community Action Plan

Five County Community Action staff will utilize the strategic plan to create annual Action Plans. These planning meetings will occur during the June staff meeting (1st Tuesday). The tripartite board (Human Services Council) will approve these during the July meeting. The Community Action Plan will be used to submit the annual plan to the State Community Services Offices within the Housing and Community Development Division within the Utah Department of Workforce Services.

Individual Program Planning and Evaluation

Each Community Action staff member will utilize logic models specifically referencing the strategic plan in their individual programing. These logic models will be evaluated during individual performance reviews, mid-year reports, and annual report. This will demonstrate the connection between ROMA and the Five County AOG Community Action Strategic Plan.

Succession Plan

Permanent Position Replacement

In the event of a permanent replacement due to resignation, termination of jobs, or department/agency restructuring, or death, the Five County Community Action Department will follow the procedure as outlined in the Five County employee handbook as approved by the Steering Committee in accordance with CSBG Organizational Standard 4.5.

However, while employed within the Community Action Department, all employees will follow specific department procedure which will aid the successful transition of employees. These department-specific guidelines fall under the Human Services Council to approve, with final approval granted from the Five County Steering Committee.

Intellectual Property, Client-related files, and financial records

All Community Action staff will save their work to the CAP file folder on Five County secure server. Access will only be given to authorized individuals. This server is backed up in several different locations across the country in the

event of a natural disaster, long-term power-failure, or damage to computers and servers within Five County AOG locations.

All documents should be current (no more than 30 days from file creation/modification). This is especially important in programs dealing with volunteer schedules, client assistance files (including on-going check requests), and financial documents (like reimbursement requests, department budgets, board documents, etc.)

Staff should not copy files from the server and work off of their own local devices.

Important files within the Five County CAP folder:

Department Information: Logos, Grant Identification Information, Community Foundation Information (501(c)3), department-wide donations and donation letters, partnership letters for community partners (like VOCA letter of support for Canyon Creek Women’s Crisis Center or Talent Ready Utah grant for Tech2Empower which do not fall under a specific program.

CSBG: Program Expenses, subaward information (including applications, data reporting, contracts, monitoring, and billing reimbursements), data and annual report (IS Report previously) information, etc. This is a folder to save important CSBG documents from funders and board members.

Newer CSBG files will also contain case notes, baseline assessments, and check memo / “funding memo” requests for direct assistance. **Note: some of these files may be short-cuts to other program files, such as a Continuum of Care client receiving CSBG services as match.**

SSBG: Similar to CSBG, but contains pre and post-award expenditure forms directly relating to SSBG.

EFSP (Emergency Food and Shelter Program): Contains each “phase” of the two awards for the region (1 for Iron County and 1 for the other 4 counties). Will also have EFSP board information (separate from Human Services Council and Steering Committee) in addition to board plan, check requests, non-profit applications, and annual reporting to the National EFSP Board.

COCS: Forms for the Court-Ordered Community Service program, in addition to agency referral list, receipt of income memos, project income tracking, and the customized COCS Access Database developed in-house.

Youth Court: Forms, reporting, rosters, project income tracking, applications, bench book material, youth court certification, and other information relating to youth court programing.

Rapid Re-housing: Client files for Utah Unified Funding (Pamela Atkinson Homeless Trust Fund) and Continuum of Care. This will have some project income, reporting, trainings on rapid re-housing, and other information relating to several different rapid re-housing grants.

Billings and Budgets: Program budgets (including revisions) reimbursement billings for each grant.

2019 Community Needs Assessment: The CAN for 2019, as well as documents related to the strategic plan, community action plan, data, etc.

Five County Work Email

Staff should not utilize personal email while representing Five County AOG. This will enable work-related emails to be forwarded after the departure of specific employees.

For generic applications and COCS check-ins, please encourage clients to use the capuser@fivecounty.utah.gov email so it can be forwarded easily to replacement staff.

Individual Program Succession

Individual Succession Plan

Each Community Action staff members will complete a basic succession plan detailing the basic job descriptions, duties, partnerships, resources, and process mapping. These plans will be placed in the HR files of the individual employees and by the Director of Community Action. These plans will be modified as job descriptions change, as staff transition away from employment, at the request of the employee or director, or during annual employee performance reviews.

The template for a 2 week sick / vacation plan and a 3 week or longer (permanent or temporary) template should be used. Here is an example:

Michael Day's Vacation/Sick Leave Succession Plan

up to 2 weeks

Date Created

5/9/2017 vacation/sick leave

Overview & Purpose

Community Action Job Description

Creating a succession plan successfully allows services to continue without disruption Earn it, Keep it, Save it Regional Coordinator/VITA

Objectives

Duties

Process/Person Responsible to take over duties

Mapping & Special Instructions

Grant used for salary

a. Provide assistance with inquires regarding Financial Literacy and debt management.

Do some outreach around the five county region, hand out information around the community. Respond to any inquires that may come up. Program Director is cross trained

There are some financial information to give out in the bottom drawer on the left. There are some Financial Resource Binders above the computer.

IRS, CSBG, TANF2, EIKISI Grants

EIKISI/VITA

Assist in the retention and recruitment of new volunteers

Michael can do it when he gets back

Under the CAP folder, under VITA, under Volunteers

Coordinate with current VITA volunteers for back taxes

Coordinate with the volunteers to meet up with the client. Tom Everett can assist

Contact Richard and coordinate times that he can meet with the client

#1

Assist in other Community Action Staff

N/A

N/A

Support Community Action through other Activities

N/A

N/A

Overview & Purpose

Community Action Job Description

Creating a succession plan successfully allows services

Earn it, Keep it, Save it Regional Coordinator/VITA

Objectives	Duties	Process/Person Responsible to take over duties	Mapping & Special Instructions	Grant used for salary
70% EIKISI/VITA #1	a. Provide assistance with inquires regarding Financial Literacy and debt management. Provide outreach	Do some outreach around the five county region, hand out information around the community. Respond to any inquires that may come up. Program Director is cross trained	There are some financial information to give out in the bottom drawer on the left. There are some Financial Resourse Binders above the computer.	IRS, CSBG, TANF2, EIKISI Grants
	Assist in the retention and recruiment of new volunteers	Keep in touch with the current volunteers, ask current volunteers if they know of anyone that might want to volunteer. Post information online. Program Director is cross trained	Under the CAP folder, under VITA, under Volunteers	
	Coordinate with current VITA volunteers for back taxes	Keep in touch with the volunteers that are willing to do taxes on the off season. Coordinate with the volunteers to meet up with the client. Tom Everett can assist	Contact Richard and coordinate times that he can meet with the client	
	Assist in other Community Action Staff	N/A	N/A	
	Support Community Action through other Activities	N/A	N/A	

Department Financials

The CFO of Five County AOG will have access to Elocs, Webgrants, and any other reimbursement software needed to file reimbursements. Monthly financial reports (including time allocations) will be saved on the CAP network.

Case managers should also keep copies of financial assistance in clients files and on the network.

Department Social Media and Communication Accounts

For Facebook, a minimum of at least two administrative users within the department is required. After an employee with access to managing the page leaves, they should be removed within several days.

For Facebook and WordPress – account information is securely locked in the program director's room.

Case Management Staffing

In the event the program director is unable to staff cases as a result of an emergency or conflicting appointment, the following succession steps may be taken:

- 1) Staff with Deputy Direct of the AOG who oversees programs.
- 2) With prior approval of director, staff the case with another Community Action employee (with case management experience). It may still be a good idea to check with CFO to ensure sufficient funds are available

HR

The HR specialist will maintain copies of all HR related paperwork. Extras will be in the program director's office.