



# 2018-2022 Strategic Plan

**Nevada County  
Health & Human  
Services**



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## I. Overview of the Strategic Planning Process

### Introduction

Every three years California Community Action Agencies are required to complete a community needs assessment to gather information for a community action plan as a condition to receipt of Community Services Block Grant (CSBG) funding. In 2015, the Department of Health and Human Services Administration for Children and Families Office of Community Services released Information Memorandum (IM) 138 which established Organizational Standards for CSBG eligible entities. Under Section 678B of the CSBG Act, State Lead Agencies are to establish “performance goals, administrative standards, financial management requirements and other requirements” that ensure an appropriate level of accountability and quality among the State’s eligible entities.

Each agency is required to carry out a needs assessment and planning activities and has substantial latitude on how to carry these actions out based on capacity, local need, commission needs or organizational developmental needs. The planning cycle is an extremely essential element in each agency’s fulfillment of the charge of all Community Acton Agencies, to address local needs, develop and leverage local resources and promote community engagement in addressing local poverty related issues. Community Action is committed to eliminating poverty, and as such, has invested considerable resources in gathering and analyzing data in order to generate strategic directions to move the agency and the community forward.

The purpose of the Strategic Plan is to assist the Agency in establishing priorities and to better serve the needs of the community. This Strategic Plan is flexible and practical and serves as a guide to implementing programs, evaluating the success of those programs, and adjusting when necessary.

The 2018-2022 Strategic Plan reflects the thoughts, feelings, ideas, and goals of the Agency’s stakeholders and integrates them with the Agency’s mission, vision, and core values. The development of the plan required much discussion and examination of the views of the Agency’s leaders, customers, community partners, and other stakeholders.

This document represents the history and culmination of the strategic planning process over the past year. More important, however, will be the implementation of the plan over the coming five years. While shifts in culture, structure or priorities may be necessary to ensure a more effective, knowledgeable and sustainable agency given existing resources, we maintain that both the process

and the ends must be consistent with Community Action's values of inclusion and cultural competence; organizational leadership shared among participants, staff and management; building partnerships across many sectors; and using an approach that respects the aspirations of all community members.

## II. Executive Summary

The Adult and Family Services Commission (AFSC or Commission), serving as the Community Action Agency of Nevada County, is in the midst of a challenging time of reflection, refinement and re-purposing. The strategic planning process challenged us to consider where the Agency has been and where we want to go in the future. Planning helped us look at current trends and determine if we are meeting identified community needs. It also guided us in defining and quantifying measures that will determine our future success.

We recognize that strategic planning is not so much about creating lists of things to do as it is about setting broad goals and ensuring that accountability measures are in place to move the Agency toward those goals while making critical adjustments based on local needs, available resources, capacity and the political will.

This plan is the result of several months of information gathering and analysis from consultants, staff, commission members, stakeholders, partners, participants and community members. More than 250 people shared data and ideas regarding the needs of people with low-income in Nevada County. The planning process produced a deliberate and proactive framework for adapting to the changing environment and assisted us in reflecting on how well we utilize resource to meet community needs. We developed a clear understanding of our mission, modifying it to better clarify our current and future work.

Within this plan is Nevada County's response on how we will define our services locally; what are our Agency's/Commission's internal needs; and guidance on how we will meet these goals.

Some of the broad goals and objectives are clearly delineated while others are phrased as tasks to accomplish while others serve as guidance. Each of these will need further input and refinement from a broader base of community members, staff and commission members to determine priorities, next steps, accountability, and timeframes for completion or follow-up. The Strategic Plan is the most essential element of the work we do, it guides our mission and provides purpose for everything that we do.

The month's long process was overseen by a Strategic Planning Sub-Committee comprised of commission members, staff and a consultant. The consultant kept the

process focused and well-documented, gathered detailed information from community forums, commission meetings and surveys; completed research and analysis, and helped determine the objectives, strategies and priorities detailed herein. This same group of individuals will assure that this plan is followed and has built in accountability measures to ensure progress.

We would like to extend our sincerest gratitude to the Strategic Planning Sub-Committee, the Adult and Family Services Commission, staff at Health and Human Services and our community stakeholders for their contributions to the process. Their considerable time and effort helped to ensure the depth and quality of this Strategic Plan.

### III. History

In 1964, Congress passed the Economic Opportunity Act (EOA) to begin America's war on Poverty. Because of this initiative, a network of Community Action Agencies (CAA) sprang up all over the country to address the causes of, and alleviate the impact of, poverty at a local level. As a companion document to the Civil Rights Act, which guaranteed equal opportunity for all, the EOA started a series of federal initiatives known as the "War on Poverty". The EOA provided a direct infusion of federal funds to local communities and called for "maximum feasible participation" of people with lower incomes in the process of identifying problems and developing strategies for achieving economic stability and prosperity. At a local level, CAA's are charged with coordinating federal funds and other resources and engaging citizens in the labor of "opening to everyone, the opportunity for education and training, the opportunity to work, and the opportunity to live in decency and dignity" (EOA, 1964).

The roots of Community Action's work are in intervention to alleviate the most immediate and destructive effects of poverty in the lives of individuals and families, as well as in the larger community. The overarching mission of Community Action has grown to include not only people who have lower incomes, but others who may be marginalized, such as immigrants, minorities, youth and veterans.

Community Action is an "umbrella" agency that provides the overall leadership, policy guidance, support, coordination and collaboration required to successfully provide a wide array of essential services (direct or through sub-contracts), and actively contribute to local initiatives that are critical to building Nevada County's capacity for positive change.

Our local CAA is overseen by the state's Community Services and Development Department (CSD) which has been designated by the Office of Community Services of the Administration for Children and Families in the U.S. Department of Health and Human Services.

#### IV. Methodology and Process

The Adult and Family Services Commission's Strategic Plan (the Plan) is intended for use in future planning and to satisfy the requirements of the Community Services Block Grant program administered by the California department of Community Services and Development.

The Plan is intentionally designed for consistency and compliance with the Results Oriented Management and Accountability (ROMA) standards. ROMA is a performance based initiative designed to promote greater effectiveness among agencies receiving Community Services Block Grant funding.

The essential tasks of coordination, facilitation, research, analysis and developing the Plan were outsourced to SiLK Consulting Group, a firm located in Northern California.

The Strategic Plan's needs assessment analysis drew on qualitative and quantitative data and other sources of publicly available information within Nevada County. Survey responses received from the survey tool were analyzed and the Commission and its partners provided several other reports and documents to include. The primary instruments included:

- Community Commons, Community Action Partnership, Community Needs Assessment Hub
- U.S. Census Bureau; American Community Survey conducted on behalf of the U.S. Census Bureau
- 2015 American Housing Survey conducted on behalf of the U.S. Census Bureau
- Small Area Income and Poverty Estimates (SAIPE) on behalf of the U.S. Census Bureau
- Department of Agriculture, Food-Nutrition-Assistance
- Studies and planning documents produced by governmental and non-profit entities, including: North Tahoe-Truckee Housing Study; Nevada County Needs of Seniors Study; Project Mana Community Needs Assessment Report; Nevada County Economic Resource Council Report
- Web-based Survey Tool
- Agency records provided by Nevada County staff

## Phase I

On the onset of Phase I, the Agency formed a Strategic Planning Sub-Committee under the leadership of Suzi Kochems, of SiLK Consulting Group. Mrs. Kochems served as the facilitator for the strategic planning process and developed the needs assessment analysis and the strategic plan. The sub-committee members included:

- Tim Giuliani, Commission Chairperson, Dial 211
- Doug Fleming, Commission Vice Chair
- John Tracy, Commission member, Interfaith Food Ministries
- Sarah Deardorff, Commission member, Sierra Senior Services
- Rob Choate, Nevada County staff
- Tamaran Cook, Nevada County staff
- Mike Dent, Nevada County Social Services Director

During Phase I, Mrs. Kochems conducted quantitative and qualitative environmental analyses with a County staff focus group, the Adult and Family Services Commission, the Strategic Planning sub-committee and community stakeholders in both western and eastern Nevada County. The quantitative analysis consisted of an online assessment that solicited feedback regarding the needs of low-income households, as well as demographic data.

The quantitative analysis consisted of an assessment tool that solicited feedback regarding the perceived internal strengths and weaknesses of the Agency/Commission and the external opportunities and threats. The qualitative analysis consisted of a series of meetings discussing and clarifying the results of the quantitative assessment, collecting additional data, identifying the major themes that emerged, applauding accomplishments and forward progress, as well as identifying areas or improvement. Every data collection engagement was designed to be open and inclusive, respecting the diverse perceptions, opinions and views of the individuals participating in the process. Based upon the results of the data collection, the Commission categorized the key issues for each strategic path.

## Phase II

During Phase II the sub-committee explored the emergency priorities and determined potential strategies for addressing those issues. The sub-committee determined that adopting a Commission specific vision and mission was progress toward supporting the overarching goals of CSBG. With the development of the vision and mission came the identification of key strategic priority and goals. The strategic goals are broad, qualitative statements that describe the desired results that will be accomplished by pursuing the vision and mission.

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The sub-committee determined their desired outcomes, broad strategies and specific objectives. The objectives are statements of specific, measurable and time-bound results. Each objective was linked to the most appropriate of the five goals that would be addressed if the Agency were to be successful in achieving the objective.

Phase III

During the final Phase, the consultant and Nevada County staff presented the Strategic Plan to the Adult and Family Services Commission for their review and final approval of strategic priorities and objectives for 2018-2022.

Timeline of Planning Process

<b>Summer 2016</b>	Strategic Planning Initiated
<b>Fall 2016</b>	Detailed customer/community surveys were developed and implemented. 248 customer, community and partner surveys were returned, tabulated and analyzed. <ul style="list-style-type: none"><li>• Initial collection was via Survey Monkey</li><li>• Additional hard copy surveys were provided to staff and community partners to engage stakeholders who are not comfortable with online surveys</li></ul>
<b>Winter 2016</b>	2 Community Forums were held to garner additional information from stakeholders and the community; 42 persons participated in the forum process and provide detailed input.
<b>Winter 2016-17</b>	A detailed mission/vision/SWOT analysis was conducted. Mission and Vision statements were drafted; results used to inform the final development of the Strategic Plan.
<b>Spring 2017</b>	Final Strategic Plan development meetings and draft completed March 2017.
<b>Spring 2017</b>	Substantive review and update of the Strategic Plan. Development of the Community Action Plan; input received from staff and the Commission. Final adoption of the CAP in May 2017.

## V. Community Profile

Nevada County is the 36<sup>th</sup> largest county in California by population. Nevada County borders Placer County, CA; Sierra County, CA; Yuba County, CA; and Washoe County, NV. Nevada County is home to three incorporated cities: Truckee, Grass valley and Nevada City, and five unincorporated communities: Penn Valley, Lake Wildwood, Lake of the Pines, Alta Sierra and North San Juan.

In the picturesque communities of Nevada County, 12.65% of the population lived in a state of poverty during the 2011-2015 period; this average is 3% less than the California household average. Since 2000 the poverty rate has risen by 4.4%; this is 1.8% higher than the poverty rate change for the state. Nearly 11% of all Nevada County households are living in poverty while 17.1% of children ages 0-17 are living in a state of poverty. Seniors ages 65 and up living in poverty equate to 7.3% of the population. According to the U.S. Census Bureau, American Community Survey, of the households in poverty, female headed households represented 42.2% of all households in poverty, compared to 46.1% and 11.7% of households headed by males and married couples, respectively.

According to the U.S. Department of Housing and Urban Development, Nevada County has a residential vacancy rate of 1.8% slightly higher than the state of 1.2% and slightly lower than the national average of 2.6%.

Median annual household incomes for 2015 were slightly higher than the national average coming in at \$57,627. 11.7% of the county's residents are still uninsured.

## VI. Agency Description

In 2011, the Nevada County Health and Human Services Department (Agency) began implementing CSBG funding under the Federal Economic Opportunity Act of 1964. The public agency, through its housing and community services division, contracts with local service providers to provide free services to low-income residents in Nevada County who have experienced social, economic and educational barriers to self-sufficiency. Recognizing that a variety of services already existed in Nevada County to address the effects of poverty, the Adult and Family Services Commission decided to address poverty using the most impactful strategies. This approach has improved access to a coordinated continuum of comprehensive programs and services designed to support families and strengthen economic security.

## Board of Directors

The Community Action Agency is governed by an eighteen-member Board of Supervisors approved Commission comprised of individuals from three community sections: private, public and low-income.

### Private

- Douglass Fleming
- Bryan Levenson
- Sarah Deardorff
- Shavati Karki-Pearl
- Sylvia Pichitino
- John Tracy

### Public

- Dena Valin
- Lindsay Dunckel
- Barbara Smith
- Philip Reinheimer
- Richard Mantle
- Tim Giuliani

### Low-Income

- Sidney Salcido
- Matthew Willis
- Mary Tucker
- Vacant
- Vacant
- Vacant

Nevada County's tripartite Board format reflects and promotes the anti-poverty leadership action and mobilizes responsibilities delegated by law to community action agencies. Nevada County's Board is responsible for assuring that the Agency continues to assess and respond to the causes and conditions of poverty in the community, achieve anticipated family and community outcomes and remain fiscally sound through administrative efficiencies.

To build the capacity of providing pathways to self-sustainability, the Agency coordinates and has formed partnerships with organizations/agencies that serve low-income residents. By leveraging stakeholder capacity and strength, the Agency can coordinate and initialize comprehensive programs, services and projects that are integral to building and sustaining an enriched community.

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<b>Public Sector</b>	<b>Non-Profit</b>	<b>For-Profit</b>	<b>Faith-Based</b>
Nevada County Health & Human Services	United Way	Connecting Point	Interfaith Food Ministries
Behavioral Health, Child Support, Public Health, Public Guardian	The Salvation Army	Organic Meal Restaurant	
Gold Country Stage/Paratransit	Community Collaborative of Tahoe/Truckee		
First 5 Nevada County	Homeless Resource Council of the Sierras		
Head Start	Nevada County Coordinating Council		
Veteran's Services	Community Support Network		
Area 4 on Aging	Gold Country Community Services		
	Domestic Violence and Sexual Assault Coalition (DVSAC)		
	Women-of-Worth		
	Tahoe Safe Alliance		
	CASA		
	Victor Community Support Services		
	North San Juan Community Center		
	Hospitality House		
	Divine Spark		
	Sierra Roots		
	Freed		
	Habitat for Humanity		
	SPIRIT Peer Empowerment		
	Public Law Library		

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	Community Legal		
	Volunteers of America/Veteran's Services		
	Project Mana		
	Community Recovery Resources (CoRR)		
	Tahoe/Truckee Community Foundation		
	Family Resource Center of Truckee		
	Child Advocates of Nevada County		
	Grass Valley Ladies Relief Society		

## VII. Mission, Vision and Core Values

The community vision is a guiding image of performance excellence that is believed to be achievable if enough agencies and organizations share the vision and strive to meet it.

### **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 are dedicated to helping people help themselves and each other.

Considering the community action promise, the Commission reviewed its existing vision statement to determine if it captured the desired spirit of the Agency and community action movement. When developing the new vision, the Commission envisioned what the future impact would be on our communities if the Agency and our stakeholders were to achieve what they set out to do and achieve our mission, goals and objectives.

### **Agency Mission**

It is the mission of Nevada County Community Action Agency to engage and empower our community to eliminate poverty, to create equity and prosperity, and to assist people in achieving self-sufficiency through direct services, advocacy, and community partnerships.

### **Agency Vision**

The Nevada County Community Action Agency envisions communities where all residents have access to quality education, affordable housing, healthcare, transportation, healthy food and a living wage.

- Through partnerships, people with low-income find resources, support, relations and opportunities that aid them in overcoming economic and cultural barriers to establishing and maintain self-sufficient lives.
- Commitment to empowering those seeking assistance to achieve and sustain self-sufficiency.
- Organizational excellence and continued improvement working with employees, community, and partners.

## **Core Values**

### ***Respect***

We value the strengths and assets of all people and organizations with whom we partner.

### ***Integrity***

We believe in modeling trustworthiness and accountability through honest listening, accurate information processing and following through on our commitments.

### ***Responsible Stewardship***

We are committed to careful stewardship of all human, natural and financial resources; we are environmentally responsible and we spend wisely the funds that are entrusted to us to invest.

### ***Optimism***

We believe that we can create a better future through innovation and societal change resulting in an improved quality of life for everyone.

## **VIII. Trending**

The current trends explored during the strategic planning process were: advocating for affordable housing, improving community health and wellness, creating expanded pathways to healthy food, understanding transportation concerns as a means to employment and health care, and the changing political environment. Affordable housing was noted by 78% of those participating in the assessment process as a potential focus area for the Nevada County Community Action Agency. This focus includes sustaining community programs that address the social determinants of health such as health food access, as well as access to mainstream resources which ensures a healthier and vibrant community.

Creating expanded pathways to employment (such as addressing issues that prohibit people from getting jobs, such as transportation, and providing skills training to people to obtain available jobs) were noted by more than half of those participating in the assessment. There was also an emphasis on addressing other barriers to employment, these were: 1) access to living wage jobs (\$15 per hr.); 2) access to childcare and associated costs; and 3) the uncertainty of supportive services for low-income wage earners as a result of a new political environment.

The need for affordable housing and coordinated ways of identifying and addressing housing concerns were also identified by the community forum participants. These included: 1) housing conditions that included high rent and selective landlords; 2) the lack of rental units and vacancy rates; 3) emergency housing and permanent supportive

housing for people who are homeless; and 4) the creation of more affordable housing in all communities.

Also noted were the differences in services available in the western part of the county versus the services available in the eastern portion. Other trends included the fear of deportation of immigrants in the eastern portion of the county; a need for legal services primarily for Spanish speaking persons; homeless crisis intervention services are lacking as are specialty care physicians.

## IX. Accountability

ROMA is a performance-based management system that uses outcomes as its foundation for continuous program improvement and accountability. Community Action is about identifying and addressing the causes and conditions of poverty and ROMA helps us measure the program towards this. Assessment, planning, implementation and evaluation are at the core of ROMA.

The goals and objectives provided herein are consistent with the six broad anti-poverty goals developed by the Community Services Network. These Results Oriented Management and Accountability (ROMA) goals provide a framework for continuous growth and regular improvement for community action agencies.

These goals are:

- To ensure that all low-income persons have access to health care
- To ensure that the conditions in which low-income people live are improved
- To ensure that low-income families have access to the skills necessary to attain living wage jobs
- To provide planning, support, vision and leadership to communities in their efforts to address the needs of low-income residents
- Agencies increase their capacity to achieve results
- Low-income people, especially vulnerable populations, achieve their potential by strengthening family and supportive systems

The Nevada County Community Action Agency has established objectives, goals and strategies that are in alignment with ROMA goals. Each objective and strategy is connected to a timeframe for completion, a responsible party and the desired outcome(s).

## X. Environmental Analysis

During Phase I, Mrs. Kochems quantitative and qualitative environmental analyses with the Adult and Family Services Commission and CSBG staff and obtained some feedback regarding their perceptions of the Agency's internal strengths and weaknesses and the

external opportunities, threats and trends of the remote and industry environments. A SWOT analysis was conducted to audit and analyze the overall strategic position of the business and its environment. The key purpose of the analysis was to identify the strategies that will create the Agency's operating model that aligns its resources and capabilities to environmental factors. SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats.

### ***Internal Strengths***

Strengths are the distinctive core competencies, capabilities and resources that are the foundation for the Agency's accomplishments and progress towards fulfilling the mission. Strengths are things that the organization is well-versed in or what we have expertise in the traits and qualities that staff possess (individually or as a team) and the distinct features that give your organization its consistency.

### ***Internal Weaknesses***

Weaknesses are the deficiencies in resources or competencies that can impede the Agency's overall performance. Weaknesses are the qualities that prevent us from accomplishing the mission and achieving full potential. Weaknesses are the factors which do not meet the standards we feel they should meet.

### ***External Opportunities***

Opportunities are favorable situations in the Agency's remote and industry environment. Opportunities are presented by the environment within which our organization operates. These arise when the organization can take benefit of conditions in its environment to plan and execute strategies that enable us to become more efficient or profitable.

### ***External Threats***

Threats are unfavorable situations in the Agency's remote and industry environment. Threats arise when conditions in the external environment jeopardize the reliability, profitability and capacity of the organization. Threats compound the vulnerability when they relate to weaknesses.



## Internal Strengths

### Commission

- Commission diversity sparks innovation
- Key commission members demonstrate commitment and participation
- Long-term, invested and experienced commission members
- New commission members bring new energy
- Commission members have target population experience that demonstrates engagement

### Agency

- Staff are committed, accurate and courteous
- Professional standards in communications and staff interactions
- Ability to meet state and federal deadlines
- Senior management is backed with support from the governing board
- Good teamwork, cooperation and reliance on one another

### Stakeholders

- Quality partnerships with public and private providers
- Knowledge of community resources

## **Programs and Services**

- Addresses the needs of low-income persons in our communities
- Established programs receive high praise and recognition
- Strong presence with the senior population and with nutrition support

## **Internal Weaknesses**

### **Commission**

- Frequency of full board attendance, participation and engagement at commission meetings and trainings
- Underutilization of commission sub-committees engaged in increasing capacity of the commission, i.e.-community outreach, training and technical assistance, resource development
- Commission that doesn't know what they don't know; lack of understanding in CAA history, commission's role and unified vision; need for leveraged funding

### **Agency**

- Limited capacity of assigned staff to provide adequate administrative support, i.e.- agendas, minutes, training, grant development, reports/dashboards, communications
- Development of a shared, unified and communicated vision and set of clear priorities that are in alignment with existing funds
- Scarcity of resource development; funds leveraging; program capacity building
- Insufficient number of resources within the county to support a decrease in federal funding for CSBG programs

### **Stakeholders**

- Community partnerships strained by potential resource decrease

### **Programs and Services**

- Deployment of a formal survey/evaluation of programs and services offered to our participants
- Outreach to a more diverse community
- Absence of leveraged funding to support unmet need
- Political climate locally and federally is on uncertain ground; high probability that low-income services will be cut at a federal level

The purpose of the external assessment is to identify the trends and issues in the remote and industry environments that will have an impact on the organization over the next 5 years.

### **Political**

The political issues and trends include factors relating to the political and funding trends and new or changing regulations and laws.

### **Social**

The social issues and trends include factors associated with demographic data such as age, gender, family size, race, values and lifestyles.

### **Environmental**

The environmental issues and trends include factors associated with environmental changes, energy assistance, renewal and conservation.

### **Economical**

The economic issues and trends include factors relating to the housing market, unemployment, the economy and poverty.

## **XI. Goals, Objectives and Strategic Priorities**

The strategic plan supports Nevada County's overall objective of being an adaptive organization commonly known for consistent and efficient programming through its sub-grantee awards; the engagement, commitment and oversight of its Commission; and working to build a strong collaborative reducing social determinants, addressing human needs and improving outcomes for those that we serve.

### **The top strategic priorities for 2018-2022 are:**

1. Adaptive organization with consistent and efficient programming with sub-grantees that sets and measures progress toward goals for improved participant and community outcomes
2. An engaged, participatory, committed and knowledgeable Agency, inclusive of staff and the Commission
3. Build a strong collaborative engaged in reducing social determinants, addressing human needs and improve outcomes for those that we serve

The newly created vision and mission, specific to the Community Action Agency and its advising Commission, aided us in creating goals that highlight the overarching themes which guide the Agency in its decision making and in the formation of strategic priorities and objectives.

After gathering and analyzing data from the environmental scan, the Commission identified the issues that would have the greatest impact on the Agency and Commission's ability to fulfill the vision and which opportunities must be focused on immediately to achieve the Agency's mission.

To select and prioritize the strategic issues that would be addressed over the next five years, the Commission considered the following criteria:

**Capacity Necessary for External Influence**

The Commission assessed the issues that the Agency/Commission has in current capacity and influence to change.

**Focus on Goals, Mission and Vision of the Agency**

The Commission ensured that every strategic issue that was considered a priority related directly back to the goals, mission and vision of the Agency.

**Narrowly Focused**

The Commission dedicated to select a realistic number of issues that would have the most significant impact with our limited resources.

**Strategic Objectives**

Strategic objectives are statements of results and include specific, measurable and time-bound attributes. For each objective, the Commission identified which of the goals would be addressed if the Agency were to be successful in achieving the objective. Nevada County Community Action Agency's strategic objectives are listed below and described in more detail on the following pages:

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## Goal #1

People with low incomes become more self-sufficient

**(Org. Std. 6.2), (Family & Community Goal-ROMA)**

### OBJECTIVE

**Continue to contract with service providers to offer exemplary existing and new-outcome based programming**

### STRATEGIES

#### Employment (NPI 1.1 & 1.2)

- Continue support for Family Resource Centers who build relationships with employers and establish links to program participants seeking employment
- Continue to support the Family Resource Centers to reduce employment barriers through child care, access to affordable housing, food assistance and after school programs
- Strengthen and support the partnership with ProjectGO for continued energy assistance

#### Education (NPI 1.2)

- Continue to support Family Resource Centers to provide supportive services providing the framework for household stabilization, educational attainment housing and energy and food assistance

#### Housing (NPI 1.2)

- Expand working partnerships with the new Housing Coordinator for outreach, engagement and collaboration
- Provide input and feedback to the Continuum of Care Coordinator on the coordinated entry process on mainstream benefits coordination and linkages
- Create better systems for intra-agency coordination of intake and services
- Engage in community resources and advocacy for homelessness prevention services and enrollment in health insurance
- Through existing partnerships, such as the Nevada Coordinating Council, explore ways to better connect homeless/potentially homeless

persons to prevention services, outreach and engagement and referrals to services

#### Income Management (NPI 1.3)

- Consider expanding VITA program services in order to increase household income
- Advocate for living wage jobs in Nevada County

#### Emergency Services

#### Health, Wellness and Food Access (NPI 1.2)

- Explore ways to better connect program participants to mainstream resource through referrals and partnerships

#### Linkages (NPI 1.2)

- Explore the possibility of expanding public transportation hours of operation, number of stops and coverage area

#### Self-Sufficiency

#### Other

- Be an organization that stays informed and integrates best practices as it pertains to supporting people to stabilize and move out of poverty

## Goal #2

The conditions in which people with low incomes live are improved

**(Org. Std. 6.2). (Family & Community Goal-ROMA)**

### OBJECTIVE

**Nurture citizen involvement through volunteer opportunities**

### STRATEGIES

#### Citizen/Community Engagement (NPI 2.3)

- Keep community engagement, equal access and public policy advocacy work at the agency's core and integrated across programs
- Encourage participation of people with low-incomes in transportation policy and planning issues in the local area

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- Increase by 2% the number of people engaged in volunteerism throughout our partner agencies
- Continue to support service providers in their use of volunteers in the provision of services

### OBJECTIVE

**Advocate for increased community resources and services**

### STRATEGIES

Community Improvement (NPI 2.1)

- Expand or re-engage partnerships that increase referrals to, and access to, affordable housing, living wage jobs, educational opportunities, job training and job retention

## Goal #3

People with low incomes own a stake in their community

**(Org. Std. 6.2), (Community Goal-ROMA)**

### OBJECTIVE

**Increase Agency feedback and expand community volunteer possibilities and maximum feasible participation**

### STRATEGIES

Volunteer Opportunities (NPI 3.1 & 3.2)

- Encourage more participants to volunteer in community action programs and services and in community engagement activities
- Encourage more participants to register and vote in all public elections
- Provide support, encouragement and trainings for organizations wanting assistance with the development of policies of inclusion of low income representation on their boards, commissions or committees
- Increase the number of people with limited incomes and resources represented in local organizations, boards and committees by providing support, encouragement, and guidance to participants
- Support parent participation in Family Resource Centers, Healthy Families Parent Advisory Group, School Board, Adult and Family Services Commission and the Volunteer Income Tax Assistance Program

- Actively recruit low-income persons to become members of the Adult and Family Services Commission

## Goal #4

Partnerships among supporters and providers of services to low-income people are achieved

**(Org. Std. 6.2), (Community Goal-ROMA)**

### OBJECTIVE

**Promote community leaders throughout the community to advocate for the end of poverty**

### STRATEGIES

Strong partnerships, strong community (NPI 4.1)

- All CSBG funded programs operate in partnership with other supporters and providers of services to people with low-incomes
- Improve the quality of all partnerships (e.g., accomplish shared vision and goals, mutual respect)
- Capitalize on the commission member's strategic thinking listening, coaching and leadership presence related economic privilege to inspire and motivate others towards actions that will relieve the consequences of poverty
- Continue to participate in the Nevada County Coordinating Council to expand resources and opportunities for low-income persons
- Expand our collaborative relationships by 5%

## Goal #5

Agencies increase their capacity to achieve results

**(Org. Std. 6.2), (Agency Goal-ROMA)**

### OBJECTIVE

**Increase our capacity to become the local leaders to affect the causes and conditions of poverty**

### STRATEGIES

Agency Development (NPI 5.1)

- Articulate a shared vision and mission for the Agency; re-examine, clarify, lead, communicate and evaluate

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- Discuss, re-evaluate, identify and communicate Agency priorities through the Agency mission, values, approach and vision statements
- Promote healthy, respectful communication and transparency between providers, commission and Agency staff about each other's work, capacity, level of engagement and priorities

### OBJECTIVE

**Develop a stronger, more engaged Commission/Board of Directors**

### STRATEGIES

#### Commission Capacity (NPI 5.1)

- Continue regular Commission education, training and opportunities active participation in Community Action activities
- Develop a stronger, more engaged Commission through understanding of the history and development of Community Action; consider holding an annual/bi-annual retreat
- Continue effective board governance, targeted financial oversight of short and long-term strategic initiatives and make full use of the talent and resources of the Commission and Agency staff

### OBJECTIVE

**Enhance Agency-wide data gathering and ROMA standards to promote overall effectiveness, support Agency funding and community partnership activities**

### STRATEGIES

#### Operational Excellence (NPI 5.1)

- Provide annual ROMA training to the Commission and Agency staff
- Use Return on Investment data and strategy to screen decision making
- Increase sustainability with expanded work to grow donor base and fundraising
- Consider exploring revenue-generating activities to ensure self-sustaining and revenue generating service delivery models
- Determine how to measure customer satisfaction at least once a year and set up ways to capture this information for each program and the Agency as a whole

- Articulate logic models to systematically gather outcome data and customer satisfaction measures for all programs
- Stay informed about changes in national performance standards and the Agency's performance in relation to the standards
- Stay informed about ROMA-Next General reporting systems and incorporate them as required
- Update the community needs assessment every two years and share with key stakeholders
- Ensure that the Agency, service providers and Commission make appropriate changes in ROMA-related systems in a timely way

## Goal #6

Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive environments

**(Org. Std. 6.2), (Agency Goal-ROMA)**

### OBJECTIVE

**Continue to successfully work with community partners to increase the level and types of support we provide to low-income families**

### STRATEGIES

#### Strengthening Families (NPI 6.2, 6.3, 6.4, 1.2)

- Provide "bridge" assistance to families/individuals that are experiencing a temporary hardship
- Assist parents/family members and the greater community in advocating for the educational advancement of all children
- Explore the potential for investing broadly and deeply in one or two programs to achieve a more significant impact and outcomes
- Reduce barriers to family stability by making referrals for energy assistance to ProjectGO and for housing assistance to 211
- Advocate for additional bus routes, bus stops and extended hours as a means of increasing employment and educational opportunities
- Continue to support food assistance programs

## XII. Plan Implementation

The Nevada County 2018-2022 Strategic Plan will be implemented by the staff of the Nevada County Health and Human Services Agency, as well as the Adult and Family Services Commission. These two teams will align program plans and outcomes with the Agency's Strategic Plan.

At the sixth-month mark, the Commission will review program reports and narratives from service provider agencies, as well as from Agency staff and will identify which of the strategic objectives are being addressed. If a service provider is falling short of their pre-determined outcomes, Agency staff will follow-up to determine the reasons and re-direct funds, if necessary. Each of the goals and objectives noted in this Strategic Plan addresses a change in the way that we have evaluated programs, addressed local issues or held administration accountable for compliance, training and communication-we recognize the need to communicate this with stakeholders and the community.