



DeKalb County
Community Action Department
2550 North Annie Glidden Road, DeKalb, Illinois 60115
Phone (815)758-3910, Fax (815)756-3407
www.dekalbcountycommunityaction.org

CSBG Administrative Board Meeting

February 14, 2017
8:30 a.m.

DeKalb County Health Department
Salubrity Board Room
2550 North Annie Glidden Road
DeKalb, Illinois

Agenda

- I. Call to Order
- II. Public Comment
- III. Approval of Minutes
- IV. Approval of Agenda
- V. CSBG 2016 4th Quarter Reports, update on CSBG 2017
- VI. Update on Organizational Standards
- VII. Review of Draft Strategic Plan Document
- VIII. Review and Approve Mission Statement
- IX. Conflict of Interest Forms
- X. Old Business
- XI. New Business
- XII. Next Meeting Date: May, 2017
- XIII. Adjourn

DeKalb County Community Action Department
CSBG Administrative Board
Minutes of November 22, 2016

Members Present: Les Bellah, Melissa Garman, Joshua Hall, Regina Harris, Julio Hernandez, Carol Herrington, Dawn Littlefield, Dan Nolan, Valarie Redmond, Stephen Reid, John Rey and Joslyn Turner. A quorum was reached.

Members Not Present: Sylvia Ibarra, Maggie Peck representing Ken Mundy, and Eileen Dubin.

Others Present: Jess Collins, Lesa Eames, Bri Kness, Donna Moulton and Jake Swick.

Call to Order: John Rey called the meeting to order at 8:31am.

Public Comment: There were no public comments made.

Approval of Minutes: Melissa Garman made a motion to approve the meeting minutes of September 19, 2016, seconded by Carol Herrington. Motion approved.

Approval of Agenda: Dan Nolan made a motion to approve the agenda, seconded by Valarie Redmond. Motion approved.

CSBG 3rd Quarter Reports: Jess Collins presented the CSBG 3rd Quarter reports. Services Report: Job Counseling (FED) program proposed served (outcome) is for 15 persons to achieve higher income due to earnings or benefits. 42 total program participants are being served, 12 have completed (achieved outcome), 27 are still in progress, and 4 have dropped out due to various reasons including incomplete paperwork.

Scholarship Program proposed served is for 5 persons. John Rey requested explanation of criteria for program. Donna Moulton responded with information about the application process/requirements: 125% of poverty level, permanent DeKalb County resident, monies toward post-secondary education, etc... First application is submitted, then meeting with Family Support Specialist (review paperwork, additional background information and personal stories), then on to the scholarship committee (review applications and make recommendations to the DCCAD Board) and finally Jess Collins processes claims and notifies institutions of higher learning.

Income Tax Program proposed served is for 80 persons. The reason there are no numbers is because they were not entered into the STARS tracking system. There was a manual count of 64 persons served (accounted for in services-no characteristics). The numbers proposed are not being seen therefore DeKalb County Community Action will not be partnering with the Tax Program going forward. The services report for this grant year goes through March 2017 because this is a 5 quarter grant, added Donna Moulton. She gave an explanation of STARS program and learning more for increased efficiency in reporting data and outcomes.

Community Organization & Brokerage/Advocacy Project Program goes by number of hours in meetings. Family Stability Support-Intensive case management (FSS) Program consists of ongoing services with Lucy or Lesa for overcoming obstacles (employment, transportation, child care, etc....) with the establishment of a Goal Action Plan (GAP) to reach desired outcome. 75 individuals proposed (all individuals in the household targeted outcome) 122 served and 52 completed (increased score on scale) through 9/30/2016. Questions were asked and Donna Moulton went on to explain 11 domains on the

self sufficiency scale. Jess Collins added that the report total amount differs and should read 175 individuals proposed (this particular report doesn't show that). He offered to manually adjust the report and have it ready for the next meeting. Donna Moulton added that looking at the percentage of successful individuals in the program-is trying to be more realistic due the number of barriers and the ability to maintain stability. Program is working to be better and improve the ability to maintain stability. Jess acknowledged Family Support Specialists (FSS) present. Dawn Littlefield asked about financial stability and the inclusion of financial literacy. Jess Collins responded in the affirmative that DCCAD FSS's are working on budgeting, etc.... If a service is specialized such as credit counseling there is outsourcing. Donna Moulton added that a partnership has been established with a local bank to assist some of the program participants and that Lesa is meeting with both parties today. Donna also explained that the volume for classes may be lacking at this time however we anticipate growth and will continue to utilize other resources such as Money Smart Week.

Program Participant Characteristics Report establishes who we have visually seen and reported on through entry into STARS program. DCCAD also tallies walk-ins and phone calls, etc.... for no characteristics obtained statistics. Donna Moulton added that the FSS's spend a great deal of time speaking with people about resources via phone. In the report 625 no characteristic contacts have been tabulated from 1/1/2016 to 9/30/2016. Reports are sent to the state and compiled then on to the feds. It is the hope that more individuals will come to the office to join the program.

CSBG Financial Report for income and expenses. The difference at the bottom of the report that is negative is an outstanding check that DCCAD is waiting for. Per Donna we operate on a reimbursement model every 2 weeks.

Update on Organizational Standards: Donna Moulton spoke-Jess has been attending state meetings on the new Organizational Standards that have come from the feds to increase governance and transparency. Jess and Donna will attend network meeting in Springfield next week to discuss how DCCAD is meeting or exceeding the standards. Jess Collins is tracking on the computer system what standards we are meeting, lacking and or exceeding. We are still waiting for the Strategic Planning document from Christine Westerlund from IACAA. Hopefully there will be an actual document (category 6 in standards) at the next meeting in February 2017. The "draft" of the Organizational Standards that each board member received will hopefully be official after the Springfield meeting which Donna and Jess will attend.

Board Training: (category 5 of Strategic Planning document has to do with the Board) Jess Collins distributed the IACAA Handbook for Advisory Board Members and played a DVD (Board Training for Community Action Agencies 8/2015). He noted that the pages stated in the DVD did not match up with the actual handbook. Donna gave an explanation of difference of non-profit vs. public CAP. The following sections were previewed:

- Introduction
- History of Community Action
- Getting Started
- CAA: Board Structure & Operations
- CAA Board: Responsibilities & Your Role as a Board Member
- Providing for the Agency's Future: Strategic Planning
- R.O.M.A. (Results Oriented Management Accountability)
- Final Thoughts and Practice

Jess informed every one of some of the pages and how they matched to parts of DVD:

- Page 12-13 By-Laws checklist
- Page 19 Tripartite Board
- Page 22-24 Board Member goals
- Page 42 Scenarios
- Page 46 Board handbook definitions

Donna Moulton discussed Tripartite board = exactly 1/3 public, at least 1/3 low-income (we can have more low-income representation) and the rest private. IACAA is working to increase the low-income composition of the board. She also discussed the County Board's role and responsibility including evaluation of Executive Director.

Donna and Jess discussed the importance of accessing DCCAD's staff/board member website and making sure that an account is created in their name so that they can access webinars, By-Laws, CAP law, mission statement, forms, schedules (days of operation) and information about the agency or for board members.

John Rey discussed the Head Start Program main office being in Aurora and the Executive Directors in DeKalb location and Aurora location. Donna elaborated on what DCCAD's part is in relation to Head Start program and Community Contacts (LIHEAP/weatherization) program.

Per Donna the DCCAD budget was approved by the County Board in the November meeting. The Community Assessment Plan is a 100+ page document that is reviewed in August. They are working to integrate documents so that they have the same language and are consistent in all areas of Community Action.

Jess is in the process of becoming a National Certified ROMA Implementer. Donna started the process to be a trainer a year ago. They have started the process of more immediate feedback from FSS's where numbers and outcomes are concerned. Jess has completed Part I (6 on line training modules) and Part II (one-day training). His final part (due early 2017) consists of creating a portfolio on how DCCAD addresses ROMA and how we can be better. He also discussed how ROMA relates to the DCCAD FED and FSS programs.

Donna stated that there will be additional Board Member trainings going forward. John Rey thanked Jess and Donna for leading the Board Members through a lot of what was on the DVD. Donna encouraged the members to ask questions, give insights and feedback.

Old Business: There was no old business.

New Business: Donna Moulton discussed and passed around the letter from DCEO that stated that the audit is in compliance. Donna also discussed the DSATS-transportation study plan and surveys (she chairs the subcommittee). There will be 3 public open houses:

- 11/28/16 from 2PM-4PM at the Holmes Student Center.
- 11/29/16 from 1PM-3PM at Taylor Street Plaza.
- 11/29/16 from 5PM-7PM at the Gathertorium in Sycamore.

The subcommittee is looking into ways to better coordinate services between the Huskie Bus Line and TransVac Bus Services in order to better serve the community. John Rey added that he received an E-mail this morning pertaining to this topic. Donna discussed that she is working with Jessica from DSATS to clarify the confusion about Monday, 11/29 because 11/29 is a Tuesday. She will also be displaying a flyer at DCCAD and the Health Department. John and Donna also discussed the agencies involved in the process: TransVac, Huskie Bus Line, NIU student group, City of Sycamore, City of DeKalb, and DeKalb County.

Next Meeting Date: The next meeting is scheduled for February 2017, DeKalb County Health Department, Salubrity Board Room.

Adjourn: Dawn Littlefield made a motion to adjourn the meeting, seconded by Les Bellah. Jess Collins requested that everyone please make sure to sign in on the sheet. Motion approved and meeting adjourned at 9:45 am.

Date Range of Report: 1/1/2016 to 12/31/2016

Grant Number: CSBG 16-231034

Services Report

Agency	Work Program	Service Program	Proposed Served	Percent Complete	Persons Served	Complete	In Progress	Failed	Drop Out	Rolled Over
DCCA	WP-1.2 Job Counseling		15	93.33%	47	14	28	0	7	0
		S-1.2-1 Employment Counseling/Case Management	15	93.33%	47	14	28	0	7	0
	WP-10.1 Training and Technical Assistance provided for Agency Development		175	0.00%	0	0	0	0	0	0
		S-10.1-1 Training and Technical Assistance provided for agency development.	175	0.00%	0	0	0	0	0	0
	WP-2.7 Other Education Projects		5	100.00%	5	5	0	0	0	0
		S-2.7-1 Scholarships	5	100.00%	5	5	0	0	0	0
	WP-3.2 Income Tax Counseling		80	0.00%	0	0	0	0	0	0
		S-3.2-1 Income Tax Preparation	80	0.00%	0	0	0	0	0	0
	WP-7.1 Information and Referral		700	10.86%	76	76	0	0	0	0
		S-7.1-1 Referred to or from other sources	700	10.86%	76	76	0	0	0	0
	WP-7.10 Community Organization and		900	0.00%	0	0	0	0	0	0
		S-7.10-1 Linkages Advocacy	900	0.00%	0	0	0	0	0	0
	WP-8.5 Family Development/Intervention		75	89.33%	140	67	62	0	21	0
		S-8.5-1 Intensive case management	75	89.33%	140	67	62	0	21	0

Date Range of Report: 1/1/2016 to 12/31/2016

Grant Number: CSBG 16-231034

Services No Characteristics Report

Agency	Work Program	Service Program	Proposed Served	Percent Complete	Persons Served	Total Hours	Total Partnerships
DCCA							
	WP-10.1 Training and Technical Assistance provided for Agency Development		175	99.43%	0	174	0
		S-10.1-1 Training and Technical Assistance provided for agency development.	175	99.43%	0	174	0
	WP-3.2 Income Tax Counseling		80	80.00%	64	0	0
		S-3.2-1 Income Tax Preparation	80	80.00%	64	0	0
	WP-7.1 Information and Referral		700	113.57%	795	0	0
		S-7.1-1 Referred to or from other sources	700	113.57%	795	0	0
	WP-7.10 Community Organization and		900	72.44%	0	652	0
		S-7.10-1 Linkages Advocacy	900	72.44%	0	652	0

Section G Program Participant Characteristics

Grant Number:

CSBG 16-231034

1/1/2016 to 12/31/2016

1. Name of Agency Reporting

DeKalb County Community Action Department

2a. Total Non CSBG Resources Reported in Section F, page 12

2b. Total amount of CSBG Funds allocated

Total Resources for FY (2a + 2b)

3. Total unduplicated number of persons about whom one or more characteristics were obtained:

4. Total unduplicated number of persons about whom no characteristics were obtained:

5. Total unduplicated number of families about whom one or more characteristics were obtained:

6. Total unduplicated number of families about whom no characteristics were obtained:

7. Gender	Number of Persons*	13. Family Size	Number of Families***
a. Male	58	a. One	30
b. Female	94	b. Two	13
TOTAL*	152	c. Three	15

8. Age	Number of Persons*
a. 0 - 5	34
b. 6 - 11	21
c. 12 - 17	15
d. 18 - 23	15
e. 24 - 44	46
f. 45 - 54	7
g. 55 - 69	14
h. 70 +	0
TOTAL*	152

9. Ethnicity / Race	Number of Persons*
I. Ethnicity	
a. Hispanic, Latino or Spanish Origin	24
b. Not Hispanic, Latino, or Spanish Origin	128
TOTAL*	152

II. Race	
a. White	78
b. Black or African American	69
c. American Indian and Alaska Native	0
d. Asian	0
e. Native Hawaiian and Other Pacific Islander	0
f. Other	0
g. Multi-Race (any two or more of the above)	5
TOTAL*	152

10. Education Levels of Adults # (# For Adults 24 Years Or Older Only)	Number of Persons**
a. 0 - 8 grade	3
b. 9-12 / Non-Graduate	8
c. High School Graduate / GED	24
d. 12+ Some Post Secondary	20
e. 2 or 4 years College Graduate	12
TOTAL**	67

11. Other Characteristics	Number of Persons*
	Yes No TOTAL*
a. Health Insurance	139 13 152
b. Disabled	20 132 152

12. Family Type	Number of Families***
a. Single Parent Female	30
b. Single Parent Male	2
c. Two Parent Household	5
d. Single Person	30
e. Two Adults NO children	1
f. Other	3
TOTAL***	71

ARRA ONLY

\$	
\$	
	152
	859
	71
	401

13. Family Size	Number of Families***
a. One	30
b. Two	13
c. Three	15
d. Four	5
e. Five	3
f. Six	4
g. Seven	1
h. Eight or more	0
TOTAL***	71

14. Source of Family Income	Number of Families
a. Unduplicated # Families Reporting One or More Sources of Income	62
b. Unduplicated # Families Reporting Zero Income	9
TOTAL Unduplicated # Families Reporting One or More Sources of Income or Zero Income.***	71

Below please report the total # of families identifying the applicable sources of income

c. TANF	6
d. SSI	8
e. Social Security	2
f. Pension	0
g. General Assistance	2
h. Unemployment Insurance	0
i. Employment + Other Source	46
j. Employment Only	38
k. Other	17

15. Level of Family Income (% Of HHS Guideline)	Number of Families***
a. Up to 50%	33
b. 51% to 75%	14
c. 76% to 100%	16
d. 101% to 125%	8
e. 126% to 150%	0
f. 151% to 175%	0
g. 176% to 200%	0
h. 201% and over	0
TOTAL***	71

16. Housing	Number of Families***
a. Own	5
b. Rent	56
c. Homeless	9
d. Other	1
TOTAL***	71

* The sum of this category should not exceed the value of Item 3

** The sum of this category should not exceed the value of Items 8 e-h

*** The sum of this category should not exceed the value of Item 5

CSBG 2016 Monthly Report

1/1/2016 through 12/31/2016 Using CSBG 2016 Budget

Category	Actual	Budget	Difference
INCOME	\$197,058.06	\$255,743.00	(\$58,684.94)
Program Support	\$152,484.36	\$202,969.00	(\$50,484.64)
Copier	\$1,328.02	\$1,200.00	\$128.02
Dues and Subscriptions	\$1,253.49	\$2,500.00	(\$1,246.51)
IT Maintenance	\$2,500.00	\$3,000.00	(\$500.00)
Office Supplies and Postage	\$2,175.05	\$4,000.00	(\$1,824.95)
Personnel	\$139,581.51	\$181,494.00	(\$41,912.49)
Phone Lines	\$600.00	\$700.00	(\$100.00)
Travel and Training	\$5,046.29	\$10,075.00	(\$5,028.71)
Client Assistance	\$3,000.00	\$3,000.00	\$0.00
Scholarship Program	\$3,000.00	\$3,000.00	\$0.00
Administration	\$19,444.44	\$20,000.00	(\$555.56)
CSBG Coordinator Salary Costs	\$19,444.44	\$20,000.00	(\$555.56)
Special	\$5,000.00	\$5,000.00	\$0.00
Organizational Standards T/TA	\$5,000.00	\$5,000.00	\$0.00
Alternate Use	\$17,129.26	\$24,774.00	(\$7,644.74)
Alternate Use of Economic Development	\$17,129.26	\$24,774.00	(\$7,644.74)
EXPENSES	\$204,808.96	\$255,743.00	\$50,934.04
Program Support	\$158,778.16	\$202,969.00	\$44,190.84
Copier	\$1,328.02	\$1,200.00	(\$128.02)
Dues and Subscriptions	\$1,253.49	\$2,500.00	\$1,246.51
IT Maintenance	\$2,500.00	\$3,000.00	\$500.00
Office Supplies and Postage	\$2,175.05	\$4,000.00	\$1,824.95
Personnel	\$145,876.31	\$181,494.00	\$35,617.69
Phone Lines	\$600.00	\$700.00	\$100.00
Travel and Training	\$5,045.29	\$10,075.00	\$5,029.71
Client Assistance	\$3,000.00	\$3,000.00	\$0.00
Scholarship Program	\$3,000.00	\$3,000.00	\$0.00
Administration	\$20,000.00	\$20,000.00	\$0.00
CSBG Coordinator Salary Costs	\$20,000.00	\$20,000.00	\$0.00
Special	\$5,000.00	\$5,000.00	\$0.00
Organizational Standards T/TA	\$5,000.00	\$5,000.00	\$0.00
Alternate Use	\$18,030.80	\$24,774.00	\$6,743.20
Alternate Use of Economic Development	\$18,030.80	\$24,774.00	\$6,743.20
Net Difference:	(\$7,750.90)	\$0.00	(\$7,750.90)

DeKalb County Community Action Department

Strategic Plan

2016-2021



THE PROMISE OF COMMUNITY ACTION

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

Executive Summary

DeKalb County Community Action Department (DCCAD), a public Community Action Agency, operates in Northern Illinois and is organized to provide opportunities to individuals and families with low-income to become self-sustaining. To meet the challenges of providing economic opportunities, DCCAD underwent a comprehensive strategic planning process to examine the past, present and future of effective program operations and outcomes. This was accomplished “by looking both at the internal functioning and at the community’s needs.”* This planning process identifies ways to build balance, collaborations and approaches on behalf of these residents and use innovation, education and advocacy to advance the mission of the organization. This plan includes measurable outcomes for families, communities and DCCAD, and sets in motion, for the DCCAD staff and board, to move forward in breaking the cycle of poverty.

The planning process was inclusive of DCCAD CSBG Advisory board members, key department staff and Community representatives, meeting in two sessions to review, discuss and plan for the future. Their passion and knowledge for the work of the agency is deeply appreciated. Those involved in the discussions:

CSBG Advisory Board:

Eileen Durbin
Misty Haji-Sheekh
Steve Reid
Joanne Rouse

Community:

Arline Hernandez, program participant
Julio Hernandez, program participant
Tiara Hudggins, UVTA
Dawn Littlefield, United Way
Maggie Peck, City of Sycamore
The Honorable John Rey, Mayor, City of DeKalb

Staff:

Donna Moulton, Executive Director
Jess Collins
Lesa Eames
Andre Joachim
Lucy Sosa

The planning discussions generated three areas of strategic direction:

- Poverty Education and Outreach
- Living Wage Jobs
- Funding

It should also be noted that, while these are the over-arching directions for DCCAD, work will be ongoing in multiple areas, including; Agency infrastructure, technology needs, internal collaboration, data collection and analysis processes, and the re-visioning of programmatic alignments.

Being mindful of the volatility of state and federal funding, this plan will focus on the setting of short-term goals in each of the Strategic Directions and will revisit the Plan each year to assess status and to explore new goals.

This document's creation and use also serves to fulfill the directive of Information Memorandum (IM) 138, Category six: Strategic Planning.

**taken from the IM 138 directive, pg. 18.*

Agency Overview:

The DeKalb County Community Action Department (DCCAD) has been DeKalb County's official anti-poverty agency since 1984. Our mission is to help low-income families achieve and maintain their highest level of self-sufficiency by providing a variety of programs. We are a member of the Illinois Association of Community Action Agencies (IACAA) and the Community Action Partnership.

DCCAD is the Community Action Agency (CAA) designated to serve DeKalb County's low-income families. CAA's are created by their local governments as public or private entities and have two primary purposes: to provide essential anti-poverty programs, and to advocate for the needs of the poor in their communities. In addition to reporting to the DeKalb County Board, DCCAD also has an Administrative Board that meets the requirement of all CAAs to have a tripartite board including 1/3 low-income individuals, 1/3 elected officials, and 1/3 private sector community members.

Agency Mission:

To provide access to opportunities for all low-income individuals and families in DeKalb County by providing education and empowering them with effective community resources and support to increase self-sufficiency and household stability.

Strategic Planning Organizing principles:

Each of the DCCA Strategic Directions are tied to ROMA (results oriented management and accountability) Goals and IM 138. This is a purposeful alignment for multiple reasons; there is a need to use ROMA goals and language to articulate DCCA outcomes in the areas of family, community and agency impact. The ROMA Goals*are:

Goal 1: People with low-income become more stable. (family)

Goal 2: The conditions in which people with low-income live are improved. (community)

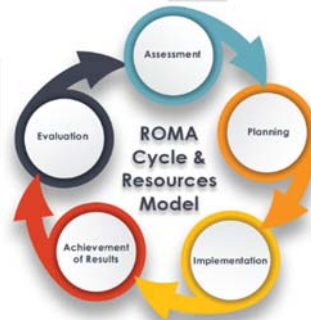
Goal 3: Low-income people own a stake in their community. (community)

Goal 4: Partnerships among supporters and providers of service to low-income people are achieved. (agency)

Goal 5: Agencies increase their capacity to achieve results. (agency)

Goal 6: People with low-income can achieve stability. (family)

The use of the ROMA cycle is a key element of this planning process. The ROMA cycle identifies each area of work needed to implement the objectives set forth in the strategic plan.



*The ROMA Next Generation Goals are not yet finalized (11/2016). However, it does appear that the next iteration of the goals will be three goals focused on the family and community. The work and performance of the agency is woven into IM 138. Therefore, for the purposes of this plan, the ROMA goals will be stated as a Family, Agency and Community.

Agency SOAR (Strengths, Opportunities, Aspirations and Results):

As a part of the planning process and to invigorate the conversation, a SOAR process was used to provide articulation of the organizational vision and direction. A SOAR is different from the traditional SWOT (strengths, weaknesses, opportunities and threats) in that it views the work and future from a strength-based perspective.

Strengths <ul style="list-style-type: none">• Willingness/care Broad Awareness of Community• Needs across community• Making Connection• Inclusive• Empathy, sensitivity Appreciable relationship countered• Collaborative• Creativity for Problem solving• Outreach go to customers• Engagement Low Increase populations	Opportunities <ul style="list-style-type: none">• Expand the Collaboration• Communities need support resources - availability• Opportunities exist to strengthen the Community• Education addressing discrimination attitudes vulnerable• On message
Aspirations <ul style="list-style-type: none">• Empowerment model• Create <u>Change</u>• Cross – collaboration – seamless• Continue deep engagement w/Low-income	Results <ul style="list-style-type: none">• Creation of a good “road” map• Outcomes of collaboration and partnerships• Public, private partnership• Inclusive of <u>all</u> POPS=connections

<ul style="list-style-type: none"> • Eliminate poverty – financial stability well being • Trauma informed @all levels • Partner w/school, w/cultural competency ground up w/schools • Reaching out to invisible populations • Advocate to employees to instigate exploitation of workers • Education for oppressed populations • LGBT, Elderly women “intersectionality” 	<ul style="list-style-type: none"> • Increased Trust & Respect • Increased profile/awareness of CA • Additional funding • Adaptive/ Creative agency practices to engage w/customers • Effective advocacy empathy - POPS. • Using data to tell the story qualitative
---	--

Strategic Direction One: Poverty Education and Outreach

DCCAD will educate and inform the community about poverty. Poverty awareness training will strengthen relationships, build outreach and create new opportunities for the entire service area.

Long Term Goal		Short Term Goals	Objectives with Timeline	ROMA Goals and Standards Alignment	Staff Responsible
PEO1	Develop branding and messaging for DCCA (Value and ROI)	Target print, radio, electronic, special populations – UV, ESL classes	<p><i>Complete in 2017</i></p> <ol style="list-style-type: none"> 1. Develop ads, PSAs, and Social Media mechanisms to reach out to special populations. (English and Spanish) 2. Develop a Communications plan that will assist with the implementation of branding and messaging. 3. Build relationships with media outlets to heighten the profile of the agency. <p><i>Complete in 2018</i></p> <ol style="list-style-type: none"> 4. Strengthen approaches to use social media and other mechanisms to market agency resources. 5. Assessment of branding and messaging to identify gaps/success <p><i>Ongoing in 2019-2021</i></p> <ol style="list-style-type: none"> 6. Evaluate Communication plan for relevancy and emerging resources. 	<p>Agency</p> <p>Standards: 2.3, 4.4, 4.5, 4.6, 7.1, 7.3</p>	

PEO2	Explain/Tell the story Poverty Story	Host Poverty Information sessions (simulations, speakers, outreach events) and localize DeKalb resources, inc. Food pantries Clothing Tax Services LIHEAP Medical School Transportation Childcare	<i>Complete in 2017</i> 1. Explore social enterprise to fit with mission. 2. Collaboration with for profit organizations to help spread the opportunities for learning about and creating poverty awareness. 4. Lean on advisory board members to promote events. 5. Use a communications plan to organize events and outreach. <i>Complete in 2018</i> 6. Identify new ways to tell the story of the agency. Volunteer for panel discussions, adjunct faculty at local community colleges, podcasts and the like to tell the story. <i>Complete in 2019</i> 7. Annual scheduling of Poverty Awareness events throughout service area. <i>Ongoing in 2020-2021</i>	Agency Standards: 2.1, 2.4	
------	---	---	---	-----------------------------------	--

Strategic Direction Two: Living Wage Jobs

DCCAD will build opportunities for job seekers to gain living wage employment. This includes advocacy, collaborations and family engagement methodologies.

Long Term Goal	Short Term Goals	Objectives with Timeline	ROMA Goals and Standards Alignment	Staff Responsible
----------------	------------------	--------------------------	------------------------------------	-------------------

LWJ01	Long term collaborations with local, state and federal agencies to increase wages	New and current collaborations will advocate for a higher minimum wage.	<p><i>Complete in 2017</i></p> <ol style="list-style-type: none"> 1. Review current collaborations and rank level of engagement, involvement and collaboration. 2. Examine service area to identify potential new collaborations and build a collaborative plan. <p><i>Complete in 2018</i></p> <ol style="list-style-type: none"> 3. Host a gathering of past, current and future collaborators to find intersections and new pathways for customers (Community of Practice) 4. Identify a core group to promote planning for new and current collaborations. <p><i>Ongoing 2019-2021</i></p> <ol style="list-style-type: none"> 5. CoP becomes a voice in the collaboration for planning, advocacy and program improvement and innovation. 	Agency Standards: 2.3, 4.4, 4.5, 4.6, 7.1, 7.3	
LWJ02	Individuals and families have access to resources and agencies	Individuals and families will learn how to access resources and agencies to improve their stability.	<p><i>Complete in 2017</i></p> <ol style="list-style-type: none"> 1. Review current practices for access to services. 2. Explore engagement practices with similar organizations to glean ideas and approaches. <p><i>Complete in 2018</i></p> <ol style="list-style-type: none"> 3. If needed, develop new access points for consumers. 4. Convene an ad-hoc consumer group to test new and innovative practices for access. 5. Use feedback to improve services. <p><i>Ongoing 2019-2021</i></p> <ol style="list-style-type: none"> 6. System in place to review and improve access to services. ¹ 	FAMILY	

LWJ03	Governmental and private organizations will increase funding for education and job training	<p>Host Poverty Information sessions (simulations, speakers, outreach events) and localize DeKalb resources, inc.</p> <p>Outreach to: Food pantries Clothing Tax Services LIHEAP Medical School Transportation Childcare</p>	<p><i>Complete in 2017</i></p> <ol style="list-style-type: none"> 1. Explore social enterprise to fit with mission. 2. Collaboration with for profit organizations to help spread the opportunities for learning about and creating poverty awareness. 4. Lean on advisory board members to promote events. 5. Use a communications plan to organize events and outreach. 6. Identify new ways to tell the story of the agency and poverty. Volunteer for panel discussions, adjunct faculty at local community colleges, podcasts and the like to tell the story. <p><i>Ongoing 2018 -2021</i></p> <ol style="list-style-type: none"> 7. Communication plan revisited to adjust to new and effective approaches to information dissemination. 	Agency, Community Standards:	
LWJ04	Transportation will be available and accessible.	<p>In depth analysis of transportation availability and gaps.</p> <p>Exploration of transportation alternatives</p>	<p><i>Complete in 2017</i></p> <ol style="list-style-type: none"> 1. Identify all transportation resources in service area and gather data to assess for strengths and gaps. 2. Conduct research into similar systems to understand approach and efficacy. <p><i>Complete in 2018</i></p> <ol style="list-style-type: none"> 3. Convene ad-hoc group to explore transportation gaps and solutions. <p><i>Complete in 2019</i></p> <ol style="list-style-type: none"> 4. Present findings to communities in service areas. 5. Identify funding sources to launch transportation programs. 6. Explore transportation alternatives, i.e. ride sharing, bike paths, bike bank, etc. <p><i>Ongoing 2020-2021</i></p> <ol style="list-style-type: none"> 7. Pilot transportation program in neighborhood/community. 		

Strategic Direction Three: Funding

DCCAD will explore alternate funding opportunities. Diversity of funding streams is needed to build the capacity of the community and agency to effectively wage the war on poverty.

Long Term Goal		Short Term Goals	Objectives with Timeline	ROMA Goals and Standards Alignment	Staff Responsible
FO1	Explore 501(c)3 status and tap into federal, state, private and community programs.	Identify potential sponsorships for programs. Feasibility study Agency capacity and expertise	<p><i>Complete in 2017</i></p> <ol style="list-style-type: none"> 1. Conduct research to determine feasibility to create a foundation to support programs. 2. Visit other government programs with private funding sources to determine good practices. <p><i>Complete in 2018</i></p> <ol style="list-style-type: none"> 3. Form a working group to explore the creation of a foundation. 4. Create a business model for a future foundation. 5. Host meeting of local philanthropists to vet interest and intentions. 6. Craft engaging documents that report on community need and outcomes. (appeals, logo, messaging, mission, vision, values) 7. Examine agency capacity for grant writing and reporting. <p><i>Ongoing 2019-2021</i></p> <ol style="list-style-type: none"> 8. As feasible, launch foundation. 9. Cultivate donor lists. 	Agency Standards:	

FO2	Analysis of data to support need for funding initiatives.	<p>Scope of Project</p> <p>Agency capacity</p> <p>Projected outcomes</p>	<p><i>Complete in 2017</i></p> <ol style="list-style-type: none"> 1. Vet and hire an intern to assist with project. 2. Determine scope of project and align with needs of funders (CSBG annual report, etc.) <p><i>Complete in 2018</i></p> <ol style="list-style-type: none"> 3. Incorporate data into reporting and communication plan to tell the story of the agency and the service area. <p><i>Ongoing 2019-2021</i></p> <ol style="list-style-type: none"> 4. Continue to refine data sets and approach. 	Agency Standards:	
-----	---	--	---	-------------------	--