



2018-2021

Strategic Plan

Approved by CFCAA Board of Directors

March 22, 2018



Table of Contents

Executive Summary	Page 3
2017-2018 Board of Directors	Page 4
Mission, Vision and Goals	Page 5
Strategic Issue 1: Agency Growth and Sustainability	Page 6
Strategic Issue 2: Programs and Services	Page 7
Strategic Issue 3: Board Governance	Page 8
Implementation and Accountability	Page 9



Executive Summary

In 1964 President Lyndon B. Johnson declared an "unconditional war on poverty" and created the 1964 Economic Opportunity Act. Working with the poverty task force created by President John F. Kennedy, President Johnson created the Office of Economic Opportunity to administer a wide variety of poverty prevention and alleviation programs created under the 1964 Economic Opportunity Act.

Community Action Agencies were founded on the idea that local citizens were the most knowledgeable and best equipped to address problems of poverty in their communities. Community Action gave previously powerless people the means to work toward their own economic and social advancement. One unique aspect of Community Action is the Tripartite Board of Directors providing input from the public sector, private sector and low income residents. Community Action Agencies help people to help themselves in achieving self-sufficiency. Today, there are approximately 1,000 Community Action Agencies in the United States.

In 1981, Central Florida Community Action Agency (CFCAA), was incorporated as a private 501 (c) 3 nonprofit to serve the residents of Alachua, Marion and Levy counties by administering federal Community Service Block Grant (CSBG), Low Income Home Energy Assistance Program (LIHEAP), and Weatherization Assistance (WAP) programs funds to low income residents.

CFCAA is the premier anti-poverty program in our service area and has built a successful track record of collaborations and partnerships with other providers to assure a seamless approach to meeting the needs of low income residents in our communities.

In 2017, CFCAA conducted its three year, comprehensive Community Needs Assessment, (CNA) to assess what the community feels are important needs. The CNA included responses from clients, public officials, private industry and other stakeholders. Based on the results of the CNA, CFCAA Board of Directors began the process of revising the agency's three-year Strategic Plan that is presented in this document.



Central Florida Community Action Agency, Inc.
2017-18 Board of Directors

Officers

Chair – Alena Lawson (Alachua County Public Sector)

Vice Chair – Marlon Gayle (Levy County Public Sector)

Secretary – Eddie Jean Williams (Levy County Low income/Community Sector)

Treasurer – Scot Quintel (Marion County Private Sector)

Members

Dr. Katrice Graham (Alachua County Private Sector)

Cheryl Martin (Marion County Public Sector)

Rev. Earnestine Butler (Alachua County Low Income/Community Sector)

LaShondra Lightsey (Marion County Low Income/Community Sector)

Al Joseph Carnegie (Levy County Private Sector)



Mission, Vision and Goals

Mission: Our mission is to implement programs that focus on achieving outcomes by engaging community partners in helping people living in poverty strengthen their lives.

Vision: We envision the future when a minimum of ninety percent of citizens we serve in Alachua, Levy and Marion Counties achieve and maintain a standard of living above the established federal poverty guidelines.

Goals: Our goals are to sensitize the community, government and private sectors to the needs of the poor, promote institutional change and maintain a service delivery network that provides the opportunity for individuals to move towards self-sufficiency and independence.



Strategic Issues

Issue: Agency Growth and Sustainability

GOAL 1: CFCAA will improve the financial stability of the organization

Objective: Pursue economic development initiatives.

Strategies:

1. Identify at least one economic development opportunity within each county in service area.
2. Identify community partners for economic development initiatives.
3. Complete at least one economic development initiative.

Objective: Seek capacity building opportunities to support the agency need for capital improvements.

Strategies:

1. Identify agency capital needs.
2. Research funding opportunities.
3. Apply for at least two funding opportunities.

Objective: Diversify revenue streams.

Strategies:

1. Conduct successful fundraising campaign.
2. Research social enterprise opportunities.
3. Pursue non-governmental revenue sources.



Issue: Programs and Services

GOAL 2: CFCAA will implement programs and services that improve the lives of families and individuals.

Objective: Increase the number of RISE participants.

Strategies:

1. Identify underserved communities in service area.
2. Identify potential participants.
3. Pursue additional funding to support an increase in participants.

Objective: Increase community partnerships and collaborations.

Strategies:

1. Maintain a minimum of 25 signed Memorandum of Understanding (MOU) with community partners.
2. Identify at least 3 new community partners per year.
3. Co-sponsor at least one event a year with a community partner.

Objective: Increase community awareness of services.

Strategies:

1. Publicize annual meeting and annual report to the general public.
2. Maintain agency presence on social media.
3. Sponsor an annual Weatherization Awareness Day.
4. Sponsor community awareness events during Community Action Month in May.
5. Board members will raise awareness by engaging with public and private key stakeholders.

Objective: Add additional services and programs to agency operations based on community needs assessment.

Strategies:

1. Identify potential partners for collaborations, shared resources and mergers.
2. Seek local community funding opportunities for programs and services.
3. Add at least 2 programs or service to agency.



Issue: Board Governance

GOAL 3: CFCAA will strengthen the Board of Directors by increasing the number of Directors and providing continuous opportunities for Board training and development.

Objective: Add at least 6 new Directors to Board.

Strategies:

1. Identify where to add new Directors based on the tripartite model.
2. Recruit new Directors based on results of identification.
3. Finalize selection process.

Objective: Conduct sufficient number of Board and committee meetings to keep Board fully engaged.

Strategies:

1. Conduct a minimum of eight regular Board meetings.
2. Committees meet as outlined in bylaws.

Objective: Provide continuous opportunities for Board trainings and development.

Strategies:

1. Dedicate November Board meeting to Board Governance training.
2. Provide Board information about training opportunities at each Board meeting.
3. Encourage Board member attendance at state, regional and national training conferences.



Implementation and Accountability

CFCAA's Strategic Plan will be implemented by the Board of Directors, Chief Executive Officer and members of the Executive Leadership Team; Chief Financial Officer, Director of Family Services, Director of Community Development and Director of Housing Initiatives.

The Board will receive quarterly updates from the CEO on the implementation of the 2018-2021 Strategic Plan with reference to goals, objectives and outcomes achieved.