



Strategic Plan

2021-2025



Acknowledgement



A special thanks to the Governing Board, Policy Council, agency Management Team, field staff, customers, and community partners for your input in putting this plan together.

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Leadership Vision

This plan was developed with this leadership vision.

For Agency Leadership and Management staff to support and promote the Promise of Community Action and our organizational Mission Statement by utilizing our core values to:

- A. Be Excellent - An industry standard of service delivery, compliance and innovation.
- B. Be a good place to work with outstanding culture, pay, benefits, retirement and value of work.
- C. Grow. Serve more people with more services.
- D. Educate. Remove the negative stigma around poverty and those affected by it so that we can move not only individuals forward, by society forward in how whole communities address poverty.



Mission & Vision

Mission

SEK-CAP addresses the causes and effects of poverty by uniting staff, individuals, families and community partners to provide quality, comprehensive services through compassionate, respectful relationships.

Vision

Our vision for the people we serve - is that individuals and families see themselves as vital components of their community and participate in the on-going agency planning. As individuals and groups, they have the power and ability to make and affect change in their lives, their families and their communities. All individuals and families have the same opportunities to meet their basic needs and have the knowledge through education to access available resources.

Our vision for the agency - SEK-CAP, as a community partner and innovative leader, provides the urgency to facilitate seamless, effective delivery of services. We work collaboratively as a trusted, committed, partner in assisting individuals, families and children to identify their strengths and achieve their goals. We provide the same quality, comprehensive services to all communities. We support the professional development of our employees and serve as a model agency, committed to retaining and recruiting qualified professionals. We ensure the success of our employees by working in teams to exhibit mutual respect and compassion for each other.

Our vision for our communities - all communities share the vision that promotes broad based leadership having diverse representation, focused on the well-being of every individual and family.

Core Values



Teamwork

Working together and communicating effectively to achieve common outcomes.



Quality

Innovative visionary services provided with a high degree of professional excellence.



Integrity

Honest, professional behavior that conforms to high ethical and moral standards.



Commitment

Promise or pledge to uphold the mission, visions, and values of Community Action.



Compassion

Conscious caring for others with a willingness to enter into respectful working relationships



Fun

Creating a positive environment through enthusiasm, teamwork, and encouragement of others.

Planning Process

Results Oriented Management and Accountability (ROMA) and the Organizational Standards provide a framework for assessing both community and agency needs and strengths, and for developing plans to guide the agency in fulfilling its mission. The agency decides within these broad parameters how they will conduct their assessment and planning process.

To develop our own methodology for this planning period, SEK-CAP drew on past years' experience in managing and implementing strategies. Tiffany Romine, a Nationally Certified ROMA Implementer ensured discussions were held with the Board of Directors, Policy Council, the agency management team and field staff and community partners, who had a special interest in assessment and planning. Using the Community Needs Assessment as a baseline, strategies were set forth for each department. Though this is a five-year plan, it is a fluid document that is continuously evaluated and revised as needed to remain current and relevant to the needs of the communities we serve.

Community Assessment

Overview of Findings

Our Community Needs Assessment was conducted in 2022, and updated in 2023. Findings from the update include:

- The total population has declined 4.8% since the 2010 census. Currently, 180,721 individuals make up our service area. Demographic trends show that the population continues to decrease in Southeast Kansas. Citizens are moving out of rural areas to more metropolitan cities.
- The poverty rate is estimated at 15.5% among the entire population of Southeast Kansas; 22% of children ages 0 to 5 live in poverty. Among adults ages 65 year of age and older, 10.2% are living in poverty.
- The average unemployment rate for March 2022 was 3.3%. Due to the COVID-19 pandemic that rate spiked, in August 2020, to an average of 7.7%, with the highest rates in in Montgomery and Wilson, both at 8.8%.
- The area median income is \$49,150 while the per capita income is \$26,617.
- Services still needed include: affordable housing, access to transportation, workforce readiness, addiction treatment facilities, mental and physical health care, child care, trails, sidewalks indoor/outdoor recreation, access to healthy food options, grocery stores, senior meal sites, meals on wheels, youth mentoring programs, and homeless services.

Objectives



Strengthen & Expand
Community Engagement
& Development



Broaden & maintain
available housing
opportunities



Expand access to
safe reliable
transportation



Commit to excellence to
help create an
environment where
employees of all
backgrounds can thrive



Advance the
agency mission
through innovative
and effective
technologies,
resources and
systems



Provide high quality,
innovative Early
Childhood services
to support school
readiness



Objective:

Strengthen & Expand Community Engagement & Development

Strategic Initiatives

- Work with coalition leaders to share helpful organizational and management information that is working well in a location that other locations might consider.
- Take an active role for SEK-CAP to monitor existing and new partnerships with whom we can leverage each other's resources for the purpose of improving client access to the services that are needed.
- Work within each county on high level initiatives that merit community consideration as an important component of their preferred future. High level initiatives will be discussed by municipalities, school districts, health care providers and active special interest groups
- Assist with the coordination of state and federal resources with local entities, as needed.
- Actively participate in the development of SEK-CAP's Regional Assessment Report.
- Actively participate in continuing education opportunities to ensure that the agency is aware of changing trends relative to fighting poverty.

Tasks

- Participate at monthly coalition meetings
- Participate in high level initiative meetings as a Board Member or guest, to monitor and provide input into decisions that would affect agency customers.
- Monitor SEK-CAP's partnership list to evaluate its accuracy for current members and potential new members that should be added.
- Participate in SEK-CAP's Regional Assessment Report by assisting with data gathering, meeting facilitation and report writing.
- Participate at the annual poverty conference and other conferences, workshops and webinars that are organized to keep the agency abreast of current and changing trends.
- Develop professional relationships with state and federal agencies with whom SEK-CAP can work to assist local entities, when needed.

Outcomes

- SEK-CAP is known regionally as an active and helpful participant in high level initiatives.
- The Regional Assessment is recognized by others as a reliable and useful document in southeast Kansas.
- Partners are aware of their collaborative efforts with the Agency and indicate the partnership is effective.
- The Agency is acknowledged by all southeast Kansas Coalitions as a valuable contributor to their success.
- The Agency is acknowledged as helpful to local entities

Team Members Involved

CSBG Director and Community Engagement Coordinator



Objective:

Broaden & Maintain Available Housing Opportunities

Strategic Initiatives

- Sell rental properties outside our central 30 mile radius, to increase agency capacity for new program development.
- Partner with other agencies for the development of adequate, affordable housing across income spectrum's.
- Increase departmental capacity
- Coordinate with Head Start and partner with other agencies to provide wraparound services to families residing in the Tiny Houses.
- Educate our communities on agency Housing data.
- Develop and implement a marketing campaign.
- Expand self-sufficiency outcomes.
- Bolster data gathering and sharing to the agency and board.
- Remodel Sun Crest View Apartments.
- Create a maintenance manual for the properties of SEK-CAP.
- Increase communication between landlords, tenants and partners.

Tasks

- Review CHDO and Mortgage Agreements.
- Sell identified properties.
- Visit county and community level elected officials throughout the service area.
- Identify available infrastructure resources.
- Develop desk manuals for entire department.
- Continue to look at the Administrative Plan and the changes that will benefit the agency and our customers.
- Research strategies for a marketing campaign
- Schedule four outreach events.
- Identify eligibility requirements for first time home buyers to help tenants purchase a home.
- Acquire resources for self-sufficiency ongoing education.
- Explore funding opportunities to expand Housing Self-Sufficiency services.
- Identify additional resources to remodel Sun Crest View Apartments in Weir.
- Have every agency owned home/apartment rented.
- Identify development areas based on the results from the Community Needs Assessment.
- Research and record information for properties.
- Implement communication system with tenants/landlords.

Outcomes

- Self-Sufficiency through home ownership
- Increased resources for housing development
- Raising community awareness about housing issues
- Housing opportunities improved
- Families achieve self-sufficiency more frequent
- Increased capacity
- Knowledge of properties and inventory is increased
- Communication improved; attrition rate decreased.



Objective:

Expand access to safe reliable transportation

Strategic Initiatives

- Ridership increased through expanded partnerships
- Explore expansion opportunities
- Foster new partner relationships
- Continue and expand route advertising through marketing
- Maintain connections with existing partners
- Explore options for advertising for partners

Tasks

- Identify needs and resources
- Investigate expansion opportunities
- Develop advertising a part of the marketing campaign
- Meet with partners as needed
- Collaborate with partners to provide innovative ways to advertise
- Work with staff to identify available options and funds necessary to expand

Outcomes

- Improved ridership experience
- Diversified funding for transportation services
- Improved community awareness
- Increased agency capacity

Team Members Involved

Director of Transportation, CSBG Director



Objective:

Commit to excellence to help create an environment where employees of all backgrounds can thrive

Strategic Initiatives

- Promote the achievement of work/life harmony and wellness in our employee community.
- Improve employee retention.
- Promote health and wellness opportunities/activities.
- Expand utilization of electronic records and systems through innovation and training.
- Integrate HR into each department

Tasks

- Quarterly employee morale initiatives
- Assess reports and analyze data
- Encourage Directors, Supervisors and Managers to communicate with employees
- Make all SEK-CAP properties tobacco free
- Develop and implement a 5K marketing campaign
- Train staff on importance of wellness
- Establish processes for entering employee files into Apricot
- Review and revise recruitment strategies
- Attend job fairs and other outreach opportunities
- Collaborate with each Department to create open communication
- Discuss and train Directors, Supervisors and Managers on HR processes

Outcomes

- Increased staff satisfaction
- Increased retention of quality staff
- Employees are healthier
- Employee records system is modernized
- Communication increased within each department and HR

Team Members Involved

Human Resource Manager, Resource Coordinator



Objective:

Advance the agency mission through innovative and effective technologies, resources and systems

Strategic Initiatives

- Expand and utilize an IT infrastructure that supports growth
- Utilize cloud storage for individual user drives
- Website redesign
- Provide efficient services and support for agency departments

Tasks

- Promote cyber security month
- Work with Management staff to develop a new website
- Work with Department Directors to design programmatic web pages
- Continue improvements to technical service request systems
- Non-shared files moved to cloud-based storage
- Move towards a sustainable cloud-based environment
- Run trials
- Leverage existing infrastructure to ensure a secure computing environment

Outcomes

- Better file security
- Increased web traffic
- Support the operations of the agency
- Successful QA checks
- Departments are well supported

Team Members Involved

Information Technology Manager, Information Technician Staff



Objective:

Provide high quality, innovative Early Childhood services to support school readiness

Strategic Initiatives

Mental Health:

- Improve interaction and communication between Mental Health providers and Early Childhood staff and EHS/HS families.
- Create Opportunities for the Mental Health community to be more engaged in supporting each other's growth in Early Childhood mental health to decrease the effects of trauma

Health:

- Improve health preventative outcomes by strengthening the capacity for families to support children and family's ongoing physical, oral health and well-being.
- Provide quality parent health education.

Nutrition:

- Improve and strengthen children and family's nutrition to have a positive effect on their overall health.
- Improve family's knowledge of the importance of healthy nutrition habits to support children's development as they actively learn and grow.

Tasks

Mental Health:

- Meet with mental health centers to review and discuss annual contracts and responsibilities
- Promote discussion between the mental health center staff to share ideas
- Provide a 30-minute training on Early Childhood social-emotional well-being.
- Mental Health Coordinator will facilitate communications between the mental health consultants and EHS/HS educators who have children receiving mental health services.

Health:

- Promote and provide education on why preventative health care is important for families
- Meet with doctors in the community to explain Head Start program and our performance standards
- Provide staff training on preventative health care
- Strengthen referral forms and referral follow up
- Provide families with community health resources
- Provide education to families & staff on insurance & sliding scale resources for health care

Nutrition:

- Broaden healthy meals for children
- Food programs & resources offered as support for families

Outcomes

Mental Health:

- Children and family transitions are strengthened.
- Mental Health Services for children, parents and staff are improved.

Health:

- Early intervention screenings and assessments will identify families and children in need for referrals and health care services.

Nutrition:

- Increased family participation in nutritional health and well-being.

Strategic Initiatives

Coaching:

- Use practice-based coaching, a cyclical process, to support staff growth in effective teaching practices leading to school readiness for children and families.

Professional Development:

- Provide professional development opportunities for staff and parents to enhance their knowledge of school readiness and its importance.
- Improve staff's understanding on Head Start Performance Standards regulations regarding Head Start's educational requirements.

Family and Community Services:

- Ensure parents have the skills needed to become advocates for themselves to be self-efficient.
- Improve communication between parents, field staff, and the management team to promote quality relationships that achieve success.
- Work intentionally with center staff to monitor parents' hours of employment, school and/or approved activity to meet requirements.

Tasks

Nutrition Continued...

- Nutritional needs are met through development/skills
- Learn & promote goals & outcomes
- Provide resources for families to take cooking classes
- Educate families about obesity, failure to thrive and allergies/sensitivities.

Coaching:

- Plan goals and actions steps
- Engage in coaching observations
- Reflect and share feedback about effective practices
- Elicit change
- Plan lessons

Professional Development:

- Provide training to staff & families on school readiness
- Provide information to staff on increasing educational opportunities

Family and Community Services:

- Family Advocates, family educators, teachers and parents will develop strategies to improve their communication skills
- Ensure staff are knowledgeable and competent in Family & Community Services
- Parents self-refer and ask for resources themselves
- Develop a system to ensure monitoring and follow up with parents
- Improve family functioning
- Offer information about child educational opportunities & connect to resources in their service area.

Outcomes

Coaching:

- Increase in effective teaching practices used in the classroom leading to higher quality school readiness for children and families as proven by assessment data.

Professional Development:

- Staff and families participate in achieving school readiness
- Programmatic increase in staff credentialing to meet/exceed the Head Start Performance Standards regulations

Family and Community Services:

- Increased parent engagement
- Improved self-sufficiency
- Families utilize services to improve child's school readiness



Strategic Initiatives

Disabilities:

- Improve interaction and communication between Special Education Providers and Early Childhood staff and EHS/HS families.
- Create opportunities for the Special Education community to be more engaged in supporting each other's growth in Early Childhood education & improve transition to public education
- Insure 10% of enrolled children possess an IEP/IFSP

Curriculum:

- Ensure curriculum is implemented to fidelity for school readiness of all children

ERSEA:

- Help staff understand the importance that enrollment and attendance has for school readiness.

Data:

- Ensure staff are training on collection, entry and interpretation of child and family data.

Tasks

Disabilities:

- Teaching staff and parents attend IEP/IFSP meetings
- IEP/IFSP goals are incorporated in lesson plans
- Completion/progress of established IEP's/IFSP's goals is tracked
- Meet with Special Education providers to review and discuss MOU annually
- Promote discussion between Special Education and teaching staff who are serving children with identified disabilities

Curriculum:

- Provide training on curriculums & complete classroom observations & curriculum fidelity
- Use assessment tools - TPITOS, CLASS, TPOT Curriculum Fidelity, HOVRS, ITERS, ECERS, Child Assessments
- Evaluate annually curriculums based on the needs of the program
- Utilize assessment tools to determine goals for educational settings.

ERSEA:

- Staff are trained on ERSEA enrollment/attendance
- Ensure we have an effective recruitment plan
- Educate families on attendance

Data:

- Staff are trained appropriately on data entry
- Staff are informed on the importance of the collection of data.

Outcomes

Disabilities:

- Children and family transitions are strengthened
- Special Education services for children are improved

Curriculum:

- Children improve their school readiness.

ERSEA:

- Program meets funded enrollment monthly
- A wait list of eligible children is maintained
- Decrease in number of children at risk of missing more than 10% of school year
- Goals are established with family for children who are at risk of missing more than 10% of school year

Data:

- Data is used for informed program improvement



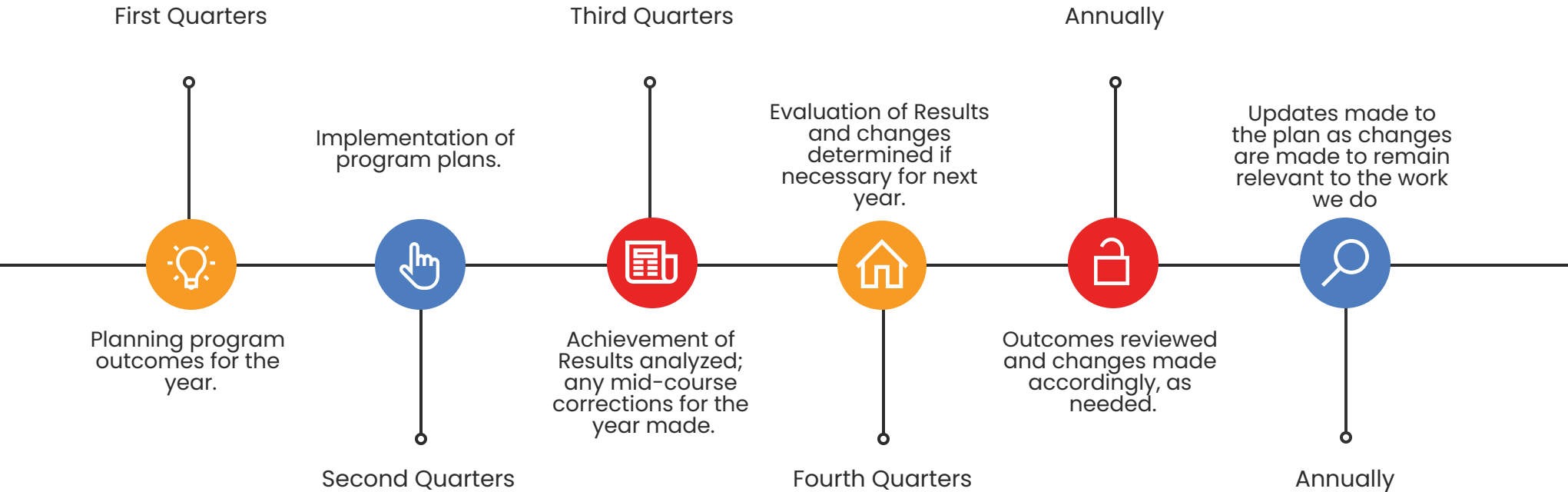
Team Members Involved

Director of Early Childhood, Head Start Management Team Members and Early Childhood support staff

ROMA MAP

	Individual/Family	Community	Agency
Strengthen & Expand Community Engagement & Development		✓	✓
Broaden & Maintain Available Housing Opportunities	✓	✓	✓
Expand access to safe, reliable transportation	✓	✓	✓
Human Resources			✓
Innovative & Effective Technology, resources and systems			✓
Provide high quality, innovative Early Childhood services to support school readiness	✓	✓	

Timeline



Strategic Plan



2021-2025