HINDS COUNTY HUMAN RESOURCE AGENCY

**Helping Families,
Strengthening Communities**

STRATEGIC PLAN

Helping Families,
Strengthening Communities

Dear Friends,

For Hinds County Human Resource Agency, focusing on the future is critically important as we navigate through turbulent times locally, and in our state and nation. Several years ago, we embraced a future-oriented management process. We are committed to innovation and quality improvement, which by their nature, keep the agency focused on the future. We are always looking ahead to the next changed life!

To meet the challenges of what lies beyond today, we had to envision where we want to be and decide how to get there. To do that, we asked the Hinds County community to engage in a collaborative strategic planning process that resulted in this three-year strategic plan to provide a bright future for the agency and for our people.

Our planning efforts were led by a task force of talented individuals from multiple segments and various levels of the agency. The process used open forums, surveys, email, and a planning timeline to communicate the work of the task force and to provide opportunities for comment and participation. Agency meetings were held with employees, Board members, and other stakeholders.

As we now move from planning to implementation, it's important that we move forward within the framework of the agency we've developed over the past few years, but we will not conduct the business of community action the way we've always done it in the past. This new strategic plan is innovative and will make use of new technologies and new models of funding and delivering education that were not previously available.

We have also developed a significant degree of flexibility into our new plan. Things are changing so rapidly that developing a static plan would be a waste of time and effort. We anticipate change and are equipped with mechanisms to respond to emergent trends. The last job any one of us wants is rearranging the furniture on the Titanic! Our new strategic plan must give us the capacity to hitch our institutional wagon to passing and ascending developments.

As important as it is to have strong participation and input from the community, we place great value on the input of our employees at every level in every division, which is the reason we have a structure with empowered employees. Each of them is an important part of the agency and we are less if they choose not to participate.

We will only have the best outcomes in this process when all of us participate and work to carry out the plan. Thanks to everyone who took part in developing this plan.

Kenn Cockrell
President & CEO

**Helping Families,
Strengthening Communities**

Table of Contents

Purpose

The constant questions remains as to why should Community Action Agencies continue to plan. There are a number of forces are changing the landscape of human services, including:

- Declining government funding
- High unemployment and structural changes in the economy
- Competition from other non-profits

At the same time, new opportunities are presenting themselves:

- Innovative services enabled by technology
- New understanding of human behavior and learning based on neuroscience
- Partnering with a variety of community-based groups to deliver services

To be successful in this environment Community Action Agencies must develop the capacity to plan for results, to clearly measure the outcomes of their work, and demonstrate how programs and services contribute to these outcomes.

This plan provides step-by-step guidance on how Hinds County Human Resource Agency (HCHRA) developed strategic thinking and planning about whom HCHRA is and what HCHRA hopes to accomplish. Specifically, it discusses specific ways HCHRA organized and carried out a mission-focused review and planning process that will continue to enable HCHRA to:

- Assess the current role, or mission, in the community;

- Have researched knowledge of community needs and assets and to build internal capacity of data and information;

- Define what HCHRA plans to accomplish in the short, medium and long term future among low-income people and within the communities they serve; while aligning with National Performance Indicators;

- Organize programs and services within the agency, and among other community organizations, to achieve agency mission and specific outcomes;

- Identify targets and resources within the community that could be mobilized and developed by HCHRA to improve the opportunities for success among low-income people;

- Use logic models to communicate this mission, need and the specific desired outcomes; and

- Develop a service delivery system to best fit with the desired HCHRA outcomes.

Background

In 2012, The Federal Administration called for greater program accountability and measureable results from government-funded programs. The Community Action Network shares this agenda and developed the proposed Organizational Performance Standards, an initiative involving all stakeholders at the federal, state and local levels of the Community Action Network.

The Standards have been developed in three thematic groups, comprising nine categories and 56 Standards:

Maximum Feasible Participation
Standard 1 • Consumer Input and Involvement
Standard 2 • Community Engagement
Standard 3 • Community Assessment

Vision and Direction
Standard 4 • Organizational Leadership
Standard 5 • Board Governance
Standard 6 • Strategic Planning

Operations and Accountability
Standard 7 • Human Resource Management
Standard 8 • Financial Operations and Oversight
Standard 9 • Data and Analysis

This strategic plan will help HCHRA meet many of these standards including:

Standard 1.1 • The Organization demonstrates low-income participation in its activities.

Standard 1.2 • The Organization analyzes information collected directly from low-income individuals as part of the Community Assessment.

Standard 2.2 • The Organization utilizes information gathered from key sectors of the community in assessing needs and resources. This would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions.

Standard 2.3 • The Organization communicates its activities and its results to the community.

Standard 3.1 • The Organization conducted a Community Assessment and issued a report within the past 3 years.

Standard 3.2 • As part of the Community Assessment, the Organization collects and includes current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for their service area(s).

Standard 3.3 • The Organization collects and analyzes both qualitative and quantitative data on its geographic service area(s) in the Community Assessment.

Standard 3.4 • The governing board formally accepts the completed Community Assessment.

Standard 4.1 • The governing board has reviewed the Organization's mission statement within the past 5 years and assured that:
          1. The mission addresses poverty; and
          2. The Organization's programs and services are in alignment with the mission.

Standard 4.2 • The Organization's Community Action Plan is outcome-based; anti-poverty focused, and ties directly to the Community Assessment.

Standard 4.3 • The Organization's Community Action Plan and Strategic Plan document the continuous use of the full ROMA cycle or comparable system (assessment, planning, implementation, achievement of results, and evaluation). In addition, the Organization documents having used the services of a ROMA certified trainer (or equivalent) to assist in implementation.

Standard 6.1 • The Organization has an agency-wide Strategic Plan in place that has been approved by the governing board within the past 5 years.

Standard 6.2 • The approved Strategic Plan addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient.

Standard 6.3 • The approved Strategic Plan contains Family, Agency, and/or Community goals.

Standard 6.4 • Customer satisfaction data and customer input, collected as part of the Community Assessment, is included in the strategic planning process.

Standard 6.5 • The governing board has received an update(s) on meeting the goals of the Strategic Plan within the past 12 months.

Standard 9.2 • The Organization has a system or systems in place to track Family, Agency, and/or Community outcomes.

Standard 9.3 • The Organization has analyzed its outcomes within the past 12 months.

In 1993, Congress passed the Government Performance and Results Act (GPRA). The purposes of this Act are to improve Federal program effectiveness and public accountability by promoting a new focus on results, service quality and customer satisfaction. (GPRA -- Section 2 (b) Purposes) The Monitoring and Assessment Task Force was formed in response to GPRA. In 1994, the Task Force produced a National Strategic Plan which endorsed a "results-oriented" approach for CAAs. In the Strategic Plan, the MATF identified six national goals, so that all CAAs could talk about their results using one or more of these goals. State and local community action agencies are encouraged to use all their services, and those of partners in the community, to achieve one or more of the national goals:
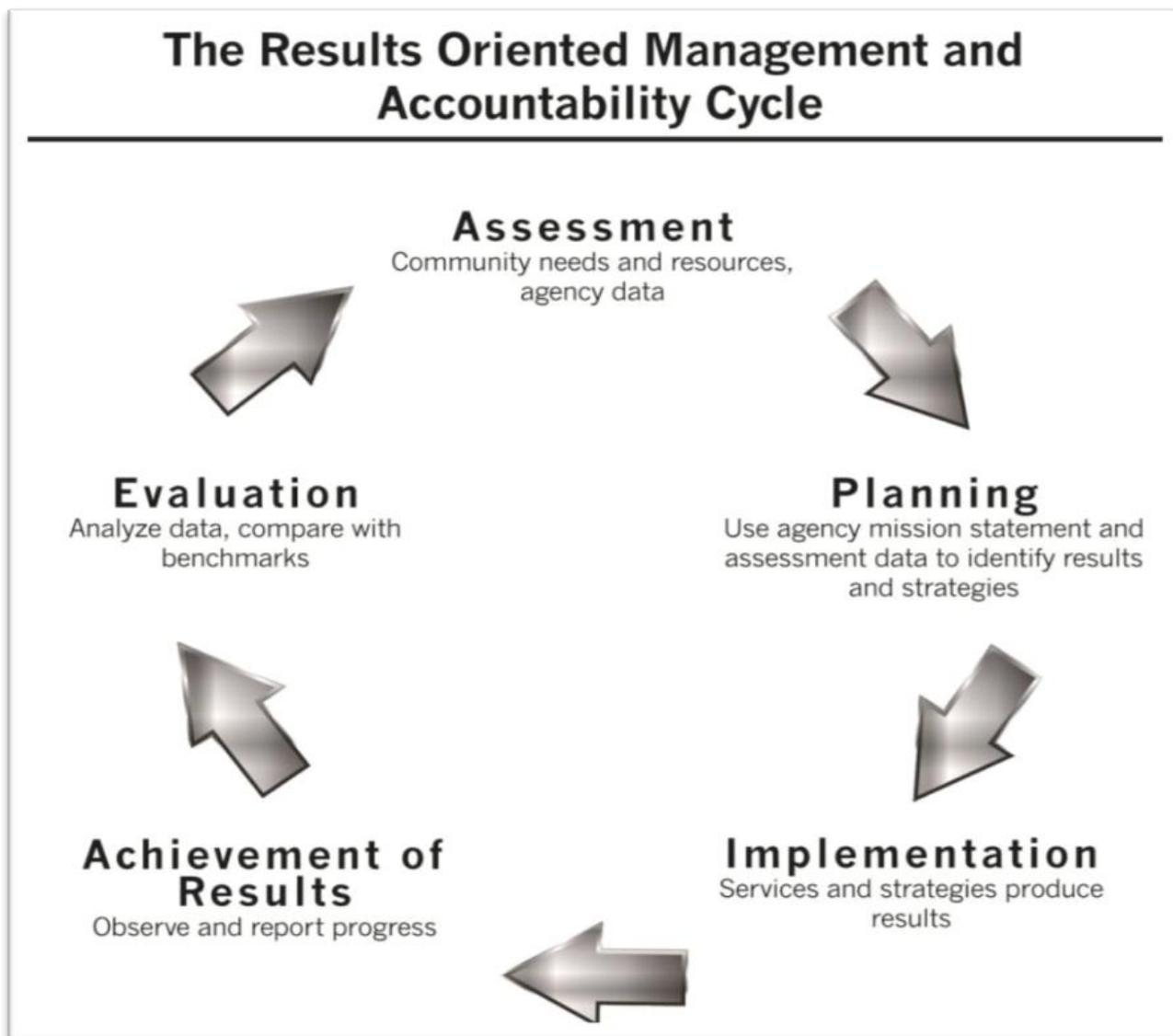
Goal 1:   Low-income people become more self-sufficient.
Goal 2:   The conditions in which low-income people live are improved.
Goal 3:   Low-income people own a stake in their community.
Goal 4:   Partnerships among supporters and providers of service to low-income people are achieved.
Goal 5:   Agencies increase their capacity to achieve results.
Goal 6:   Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

Under each goal is a list of National Performance Indicators (NPIs). NPIs provide a way for more than 1000 local community action agencies across the country to capture and report the most universal activities and results of all their programs and partnerships that support the six goals listed above. In addition, because the NPI Guide describes much of the work of community action, it can be used as a reference or "catalog" of potential ideas on how to expand or modify current state or local programs

The Federal law that authorizes continuation of community action, the Community Services Block Grant (CSBG) Reauthorization Act of 1998, contains a number of provisions designed to encourage state and local community action agencies to engage in continuous examination of, and attention to, their anti-poverty role and mission, and to become more strategic in their work and accountable for what they do:

- Agencies are required to conduct periodic assessment of community anti-poverty needs and conditions and to develop plans to address those needs and conditions;

- Community action agencies are encouraged to use a variety of strategies to address poverty needs and conditions, including direct services, advocacy, mobilization and coordination of funds from many sources, and anti-poverty partnerships with other service providers; and

- State and local community action agencies must implement and maintain Results Oriented Management and Accountability (ROMA), which calls for planning and carrying out programs focused on improving opportunities and outcomes for low-income people and the communities in which they live, and for reporting the results, or outcomes, of community action programs and partnerships.

Community Action Agencies (CAA) have a carefully developed structure and operating procedures in order to be effective at fulfilling its purpose. The strategic planning process helps CAAs express a vision of the organizations' potential and outline the steps necessary to work toward that potential, and determine the staffing needed to implement the plan. Using The Results Oriented Management and Accountability (ROMA) Cycle developed by Julie Jakopic, Creating the Vision, and Barbara Mooney, Community Action Association of Pennsylvania. The cycle was created in "Planning for Results" in 2006 as a guide for a results oriented planning process. They developed the ROMA Cycle to help contextualize the planning process within the full range of ROMA activities identified in IM 49.

The Results Oriented Management and Accountability Cycle

Assessment
Community needs and resources, agency data

Evaluation
Analyze data, compare with benchmarks

Planning
Use agency mission statement and assessment data to identify results and strategies

Achievement of Results
Observe and report progress

Implementation
Services and strategies produce results

Overview

Traditionally, Government and Community Action Agencies has architected service delivery systems for specific uses at specific points in time, (i.e. LIHEAP, WAP, Commodities). The tight coupling of presentation and information has made it difficult to extract the underlying information and adapt to changing families and community needs. This has necessarily resulted in a duplication of efforts and the building of multiple systems to serve different audiences where a single would suffice. Even with this process at hand, most Community Action Agencies have some form of achievement of results. Whether these results or outcomes are purposely driven or an effect of a cause is to be determined.

Community action agencies will began to recognize they have some choices concerning how they relate to poverty, both among people (low-income individuals and families) and place (the communities in which they live). First and foremost, you can choose to be *active* or *reactive*, or both, to the causes and conditions of poverty that exist in the areas served by your agency:

- *Reactive*

Much of the current work done by community action is in reaction to requests by households of poverty for assistance. While we are apt to categorize their requests as "emergency needs," they are most likely needs that are not temporary, that don't get resolved with one time assistance, and that are reoccurring on a regular basis. And, in most cases, the kinds of assistance community action provides people stuck in a perpetual state of poverty are true "safety net" services that keep the poor from starving, freezing to death, or dying from disease.

Community action has been and will continue to be a critical part of the nation's safety net for the poor. Serving as a safety net is indeed one of several important antipoverty responsibilities assigned to community action by law.

In addition, community action is also supposed to organize and help coordinate community-wide initiatives to reduce poverty within communities, to help low-income people become more self-sufficient and the communities in which they live more supportive and conducive to economic independence.

- *Active*

Organizations that are *active* in their relationships with customers or clients (in the case of community action, low income people) are working toward something, hopefully a shared vision, or outcome, developed in concert between the organization and its clients. Indeed, the questions of the mission-focused work described in planning stage of this guide ask everyone involved to come up with two "visions" of community action success:

- o What will low-income people that we help look like if we are successful in our work?

- o What will low-income communities we serve look like if we are successful in our work?

- o What will our agency be like if we are successful in our work?

Plan Outline

    a. Comprehensive Assessment

          i.   Agency Evaluation

         ii.   Community Needs

       iii. Community Resources/Partnerships

       iv. Gaps in Opportunities and Services

    b. Strategic Planning

          i. Mission Statement

         ii. Strategic Vision

       iii. Strategic Goals
               1. Agency
               2. Family
               3. Community

       iv. Outcomes
               1. Agency
               2. Family
               3. Community

        v. Strategies
               1. Agency
               2. Family
               3. Community

    c. Implementation Plan

          i. Annual Outcome Indicators
               1. Agency
               2. Family
               3. Community

        ii. Logic Models
       iii. Service Model

Details of the Strategic Assessment

The complete comprehensive needs assessment is completed each year by HCHRA. This section highlights some of keep findings through that process and lays out information used to make the strategic plan. HCHRA's Comprehensive Community Assessment report provides a further in depth review and documentation of all data and information and should be referenced along with this document.

Comprehensive Assessment Overview

Comprehensive Assessment							
Agency Evaluation		Community Needs				Community Assets	
External	Internal	Quantitative		Qualitative		Formal	Informal
		Primary	Secondary	Primary	Secondary	Services	Opportunities	Services	Opportunities
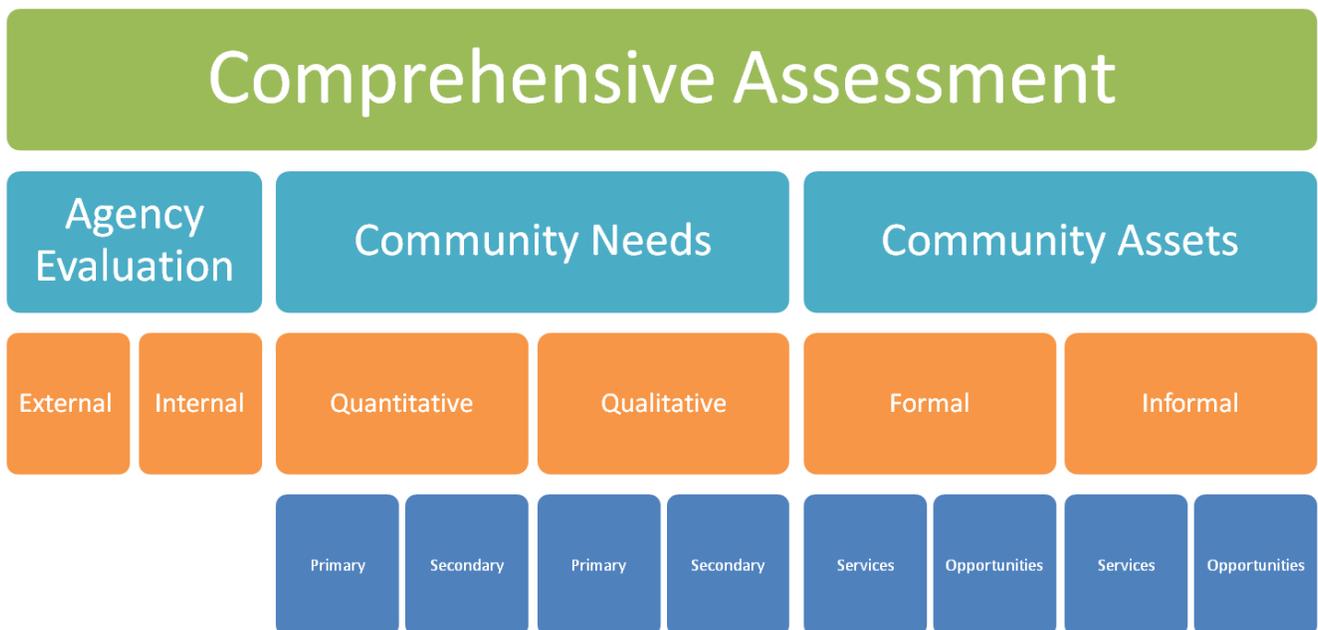
Agency Evaluation

Purpose: To identify critical strategic issues facing the organization. Critical issues are fundamental policy or program concerns that define the most important situations and choices HCHRA faces now and in the future. HCHRA's critical issues reflect any long-standing problems in the organization, the community served and recent events that are anticipated to have a significant impact on the organization and/or community served. These critical issues also reflect major shifts in thinking that challenge "business as usual". The selection of issues is important because it determines range of decisions HCHRA's leaders are considering in the future and in this plan.

Results:

Internal Evaluation

Essential Character

- We are a unique organization with a combination of large enrollment in services, both rural and urban location, and high quality services towards outcomes.
- In many ways we combine the best of a small nonprofit (e.g., close relationships among leadership, staff, customers and students) and a large organization (e.g., depth and breadth of programming and community involvement).
- Our public identity emphasizes our strong services and professionalism towards fighting the effects of poverty.

Core Values

- We believe the success of the agency depends upon personal achievement, and we maintain as our top priority appropriate policies and resource allocation strategies to promote leadership and staff development.
- We support a culture that promotes teamwork, shared responsibility, and mutual respect.
- We emphasize open communication and transparent decision processes.
- We have genuine empathy for the natural environment of our customers and a commitment to principles of quality services.

Core Assets

- We have dedicated, active, and innovative staff and administrators.
- We have expertise and programs capable of providing economic, educational, stability, and community leadership through partnerships with regional and state organizations.
- We have loyal and supportive leadership and staff.
- We have a strong 18 year history of financial transparency and stability.

Organizational Values

Bar chart — Organizational Values:

Value	Count
Accountability	7
Caring	12
Communication	13
Commitment to success	4
Compassion	2
Confidentiality	3
Cooperation	2
Dedication	3
Equality	2
Excellence	2
Fairness	3
Family oriented	5
Integrity	8
Innovation	5
Involvement	4
Leadership	6
Loyalty	4
Motivation	2
Organizational structure	7
Partnerships	2
Positive	2
Professionalism	5
Quality services	28
Reliable staff	4
Respect	10
Support	11
Team work	52
Understanding	5

Pie chart — Organizational Values:

- Understanding 2%
- Accountability 3%
- Caring 6%
- Communication 6%
- Commitment to success 2%
- Compassion 1%
- Confidentiality 1%
- Cooperation 1%
- Dedication 1%
- Equality 1%
- Excellence 1%
- Fairness 1%
- Family oriented 2%
- Integrity 4%
- Innovation 2%
- Involvement 2%
- Leadership 3%
- Loyalty 2%
- Motivation 1%
- Organizational structure 3%
- Partnerships 1%
- Positive 1%
- Professionalism 2%
- Quality services 13%
- Reliable staff 2%
- Respect 5%
- Support 5%
- Team work 24%

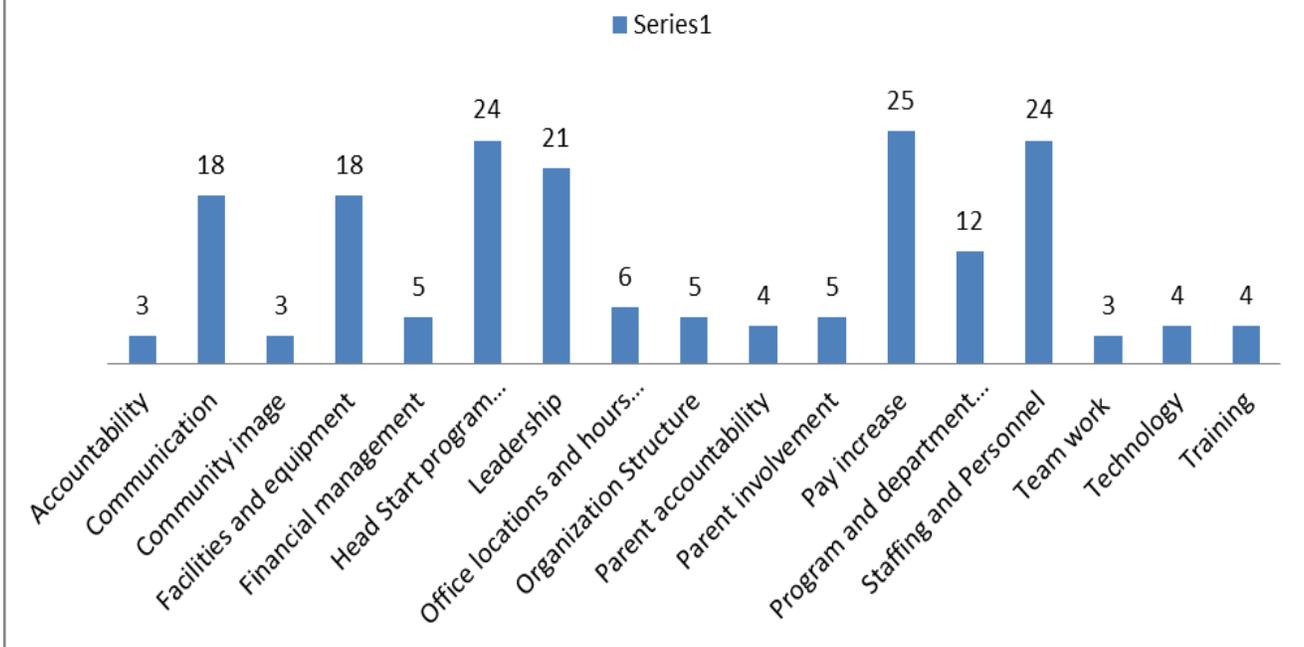**Challenges & Issues Facing HCHRA over the next 3 years**

- Agencies across the United States face continued cuts in federal, state and local support. HCHRA faces the prospect of relying solely on fee for service, grants and contract related revenue within the decade.
- The consequences of the 2007-2009 Great Recession continue to depress Hinds County economic development. With this, our clients face difficulties of only obtaining entry level jobs and spend more time looking for living wage jobs, underemployed or as volunteers.
- Costs of higher education licensed graduates continue to climb. We need to improve quality and productivity even as we align staff recruitment efforts to be competitive in Hinds County and MS. Human resource rules and conventions required by the State increase transaction costs without improving employee productivity, turnover and satisfaction. Other state and federal regulations continue to draw greater resources into administration and away from service units.
- Internal technology to provide a more streamlined process and higher productivity must also match with current systems of investment. External technology must meet the ability to interact rather than communicate at our clients.
- Some agency procedures (e.g., policies for specific silo programming) discourage departments from providing valuable services such as offering interagency services sharing communication across multiple departments.
- Community Action Agencies including HCHRA face increasing pressure to adopt corporate models of organization and accountability that often conflict with the goals of public services, especially public services in an urban/rural mix setting like ours.
- The ability to recruit, reach and serve vulnerable populations especially children with disabilities.

Strengths, Weaknesses, Opportunities & Threats Analysis (SWOT)

Strengths	Weaknesses/Limitations
• Size of organization and diversity of programs • Long-term leadership and quality of staff • Knowledge, experience, and long history • The quality and effectiveness of the agency's program services • The agency's unique role to end poverty	• Limitations in funding • Limitations in public relations, communication, and marketing • Stakeholders have limited involvement in decision making processes • Spread too thin and tries to do too much with too little • Internal management and infrastructure need improvement
Opportunities for Success/Enhancements	**Threats/Challenges for Success**
• Government initiatives and funding may provide opportunities for new funding streams • Opportunities to expand fund development and fundraising activities • Opportunities to develop and/or expand programs and collaborations • The increased need for program services • Opportunity for organizational changes, improvements, and strengthening	• Inadequate funding and additional funding cuts • Continued economic downturn or slow recovery • Changes in government policy • Inadequate or ineffective community relations • Inadequate or ineffective management decisions, policies, and infrastructure

Weakness

Weakness

Greatest Strengths

Category	Value
Community Assistance	8
Community image	4
Community Partnerships	2
Dedicated and educated employees	9
Effective workshops and training	8
Facilities and equipment	2
Financial management	5
Head Start Programs and Services	31
Helping families, the disabled and elderly	21
Holidays with pay	3
Leadership	9
Motivational staff	5
Office locations and hours of operation	4
Organizational structure	2
Paid days off and holidays	5
Personnel and Staffing	3
Positive environment	3
Public relations	7
Relationship and reputation with funding agencies	2
Resource information	4
Special programs and services	33
Team work	8
Technology	2

Greatest Strengths

Category	Percentage
Community Assistance	4%
Community image	2%
Community Partnerships	1%
Dedicated and educated employees	5%
Effective workshops and training	4%
Facilities and equipment	1%
Financial management	3%
Head Start Programs and Services	17%
Helping families, the disabled and elderly	12%
Holidays with pay	2%
Leadership	5%
Motivational staff	3%
Office locations and hours of operation	2%
Organizational structure	1%
Paid days off and holidays	3%
Personnel and Staffing	2%
Positive environment	2%
Public relations	4%
Relationship and reputation with funding agencies	1%
Resource information	2%
Special programs and services	18%
Team work	4%
Technology	1%

What is HCHRA's Mission?

To meet current needs
8%

To build self-sufficiency
1%

To connect with families
1%

To empower
7%

To serve, support or encourage
10%

To provide services
20%

To promote and deliver a broad range of services
4%

To help children, families, elderly and/or disabled
48%

To nurture
1%

What should be HCHRA's Role?

Agency Employment
4%

Community Clean Up
1%

Community Outreach
4%

Program Expansion
11%

Parent Education
10%

Parent Accountability
7%

Education
28%

Job Skills Training
12%

Free Services
13%

Employment Assistance
5%

Family Services
5%
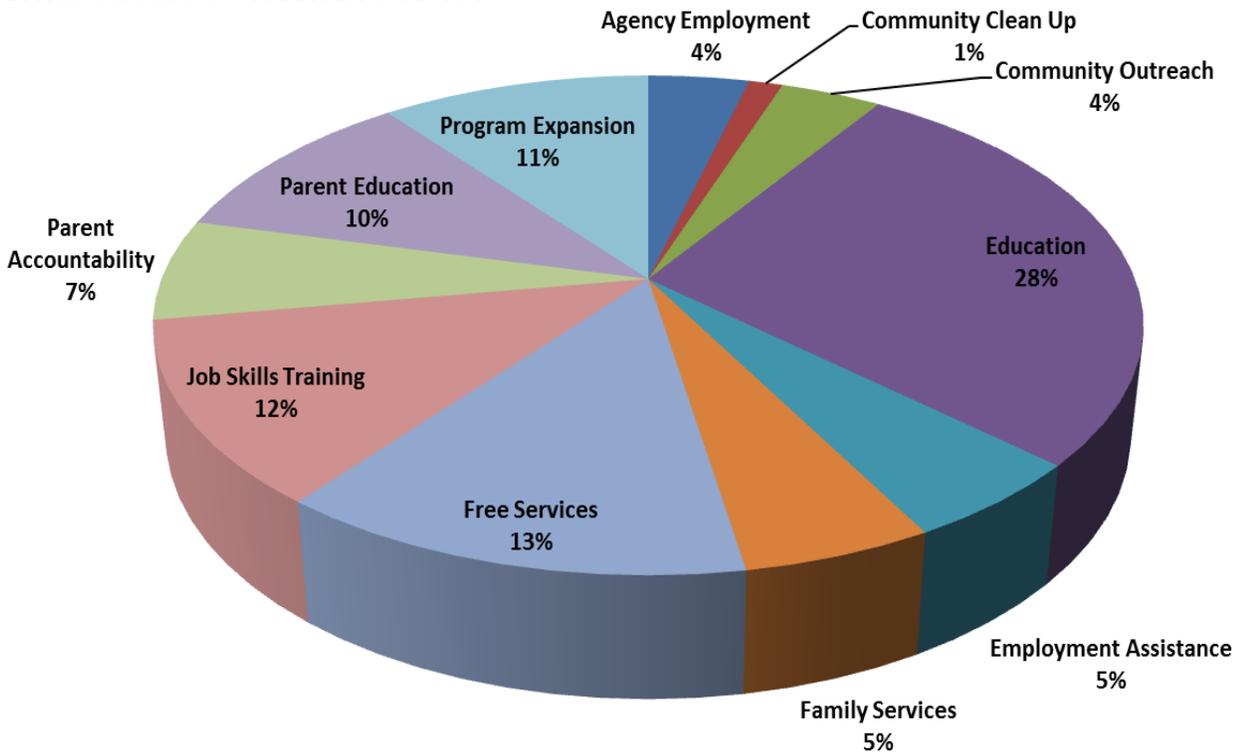
What are HCHRA's future Needs?

Empowerment 4%

Same as now 12%

Poverty Education 16%

Health Services 6%

General Education 20%

Emergency Services 8%

General Services 8%

Job Training 11%

Jobs 15%
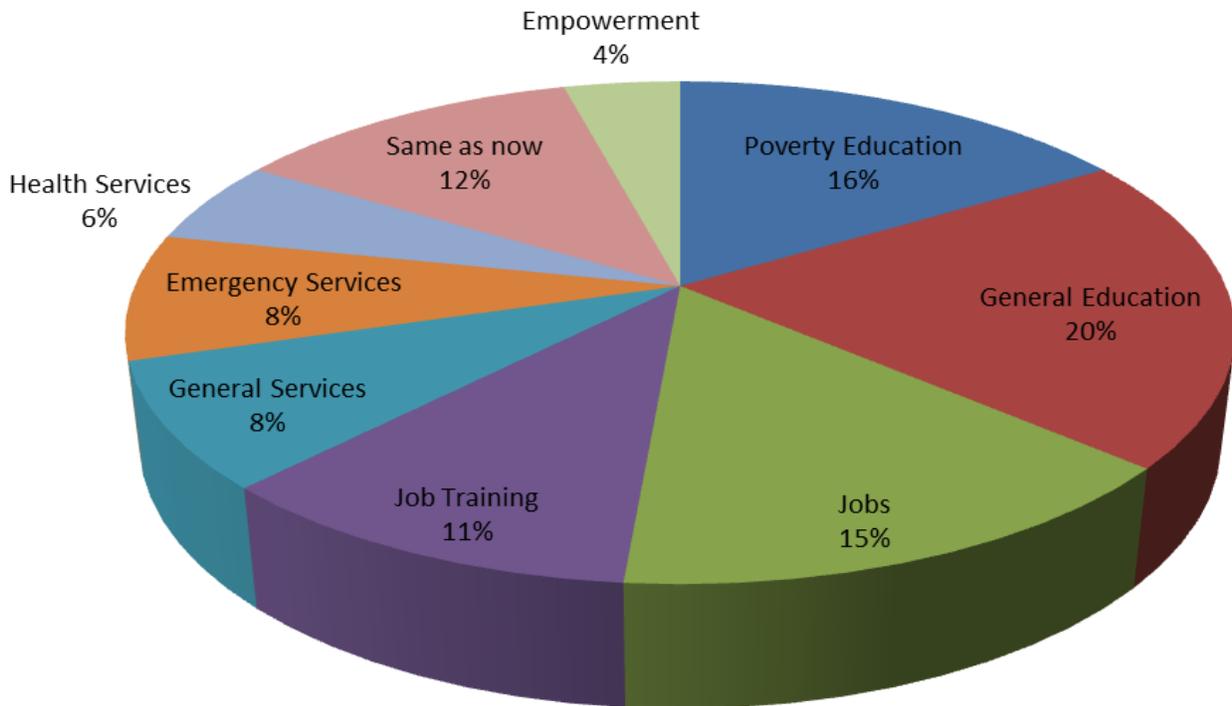
What does success look like?

No change 5%

No homeless or hunger 3%

Communities with econimc and job growth 15%

Communities that are enviromently healthy 3%

Community of Opportunities 17%

Communities with accountability and precision 12%

Community of Education 34%

Communities with less crime 11%

External Evaluation

Purpose: To identify and assess changes and trends in the world around the organization likely to have a significant impact on it over the next 5-10 years. HCHRA looked at political, economic, technological, social, lifestyle, demographic, competitive, and philanthropic trends. HCHRA then determined which changes are opportunities (for example, opportunities to grow) and which could be threats to us in some way (trends that can keep HCHRA from being successful). Finally HCHRA will identify implications for selected changes and trends -- ways the organization might respond to the opportunities and threats HCHRA identifies. (Saying that something is an implication does not require the organization to adopt that course of action.)

Results:

o   Impactful Changes

External Changes and Trends	Response	External Changes and Trends-2	Response-2	External Changes and Trends-3	Response-3
Homeless teens	Updates on resoures daycare for teens				
Education	More facilities in neighborhoods- for preparation of GED and/or college	Employment	Job training-businesses offering more on the job training	Housing	Low-income housing for those in need until they become self-sufficient
Eroding tax base in Hinds County	Emphasis should be on Metrocenter to restore as a retail destination	Infrastructure needs in South Hinds County	I think they are making progress in this area, but we need to do more.	Lacks of jobs for average persons in Hinds County with a living wage.	Put more pressure on Legislature . If Rankin County can get jobs, then so should Hinds County.
Child care/Head Start Program	Expand service to more areas in Jackson and other county for childcare and head start programs	Education	Add program for job training for clients that are very low income	Housing	Add a program that clients can apply for housing, to rent or buy, they must meet qualificiations.
Pre-K, infant care	you are already adapting				
Economic Development	Partner with other entities to create work groups to determine the need.	Employment	Providing job training classes for eligible clients in the service area.	Child care	Assisting with establishing more certified child care facilities.
Continued transportation needs	Expan transportation program to include stops in Jackson's inner city to help folks get to work, interviews, agencies, etc.	Mental Health needs	Transportation to counseling/treatment appointments. Assistance in connecting individuals with appropriate agencies/providers.	Life skills/job training	Workshops, assistance with completing documents required for obtaining ID's, copies of vital records, job applications, etc.
Tightening of budgets and changes to Medicare and Medicaid to encourage shorter hospital stay	A LPN or RN in your agency to help connect patients to community resources	cutbacks to medicare and medicaid services including transportation	Expansion of transportation services for discharging atients and those needing rides to doctor's offices, drug stores, etc.	Patients are expected to have more and more difficulty finding doctors who will take medicare and medicaid	Agency liasion to connect people to low-cost health services and clinics with extended hours.
Federal budget priorities	Ensure parents, community policy makers abd itger key stakeholders are engaged and aware	Expansion of Pre-Kindergarten programming	Being a part of these conversations so that Head Start is integral to decisions being made	Greater scrutiny of Head Start programs	Staying prepared
Population characteristics	Public involvement- develop an effective plan to involve all potentially affected publics.	Community and institutional structures	Identify data sources. A- Employment/income characteristics. B- employment equality of minority groups. C- Industrial and commercial diversity. D- Presence of planning and zoning activities.	Individual and family changes	Restore trust in political and social institutions. 1- Residential stability. B- Converns about social well-being. C- Displacement and relocation.

Impactful Trends

Trending Issues
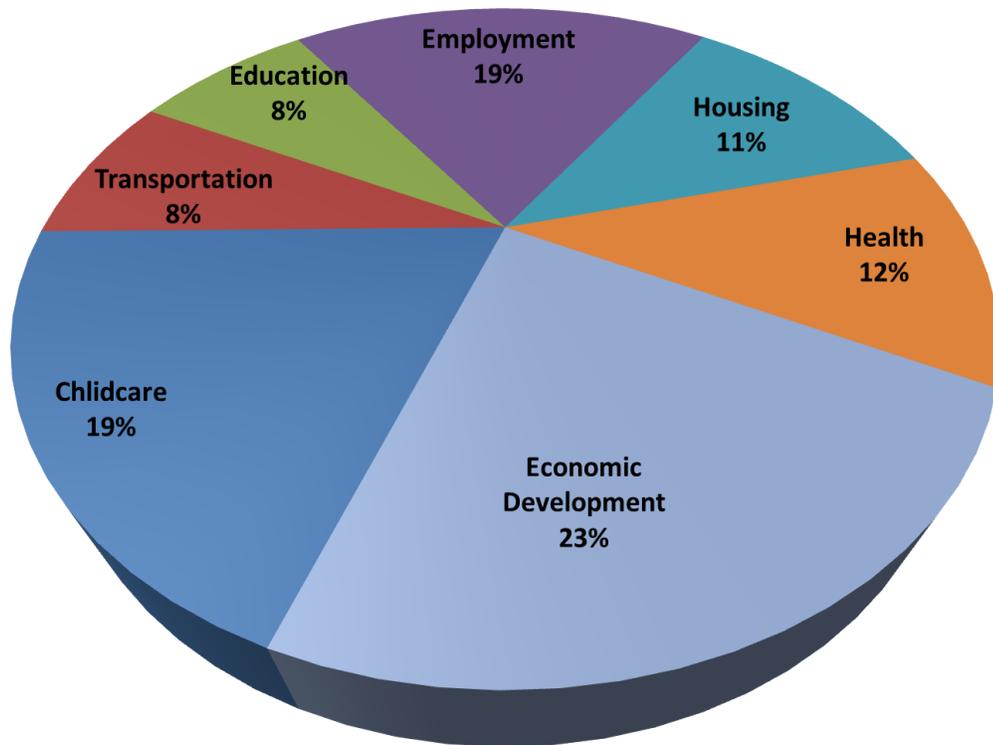
Perception of HCHRA
Long standing, stable, consistent resource in community
It's good. It's positive.
Your services are very good, but the wait to see clients is very long. The assistance needs to be emergency and client help much faster.
Essential to the growth of the community
HCHRA is a non-profit organization that provides various services to individuals and families to gain or maintain self-sufficiency
I have not engaged services provided through HCHRA. Our focus is primarily inner city homeless, but quite a few of our folks come from rural areas.
An excellent resource for Hinds County residents who need help with rent, utilities and transportation
That HCHRA's programs core quality can serve its constituents well.
HCHRA offers many services to assist people who live in Hinds County.

Community's Perception of HCHRA
Good
Most of the community does not know about HCHRA.
The programs are very good. The communty needs services that can help on a faster time frame when you apply for services.
In the business of educating children
The community perception of HCHRA is that they are an emergency based organization.
A social service agency for seniors
HCHRA is well-run and responsive to the needs of the community
The community's perceptin of HCHRA is an organization which provides programs and services to individuals, children, and families in need.

Needs Assessment

This complete information is contained in the Community Strengths and Needs Assessment (CSNA) completed yearly by HCHRA. The 2014 CSNA information along with additional research was used for this planning throughout the 2014 -1015 year.

Community needs information researched and gathered from:

a) Quantitative
  - o <u>Primary</u> - Customers research using agency intake and assessment forms and stored in agency's data system.
  - o <u>Secondary</u> - Community research through multiple Federal and other national data sources including use of the Community Action Partnership community assessment tool.
b) Qualitative
  - o <u>Primary</u> - Public opinion through distributed surveys and public forums.
  - o <u>Secondary</u> - Public opinion through partnership meetings and surveys.

Community Resources Assessment

Community Assets	
Formal	**Informal**
Services	Opportunities	Services	Opportunities

Community assets information researched and gathered about:

1) Formal Partnerships – signed agreements and MOUs

    a) Services – community organizations that provide actual services to persons of low income (assistance, vouchers, projects or programs)
    b) Opportunities – community businesses or organizations that are accessible to persons of low income (jobs, housing, transportation, childcare)

2) Informal Partnerships – community assets that appear in the community but do not have formal agreements or MOUs with HCHRA

    a) Services – community organizations that provide actual services to persons of low income (assistance, projects or programs)
    b) Opportunities – community businesses or organizations that are accessible to persons of low income (Jobs, housing, transportation, childcare)

Gaps in opportunities

The categories (or domains) are:

 Employment -

 Education -

 Income Management –

 Housing –

 Emergency Services –

 Nutrition –

 Linkages -

 Self Sufficiency -

 Health –

 Services for Youth –

 Services for Senior Citizens –

Strategic Planning

Mission

To empower disadvantaged citizens to become self-reliant and realize their full potential is the mission of Hinds County Human Resource Agency (HCHRA). The mission is forwarded by promoting and delivering a broad range of high quality services for children, families, single adults, the elderly and the disabled.

Strategic Vision

HCHRA's vision is to become a more viable, highly visible and effective human and community service delivery entity. We desire to strengthen our ability to coordinate and integrate resources and services for the citizens we serve and do so in a timely and compassionate manner.

Goals

Purpose of step: To develop strategic goal statements consistent with the vision statement. Strategic goals are broad statements of what the organization hopes to achieve in the next 3 years. Goals focus on outcomes or results and are qualitative in nature.

(1) Family
    (a) Goal 1 - To increase the amount of stable unable to work elderly and disabled families

    (b) Goal 2 - Increase the amount of self-reliant able to work families.

(2) Agency
    (a) Goal 1 - To provide services strategically opposed to using the provision of services (providing services because funding is available) model.

    (b) Goal 2 - To operate for maximum effectiveness and efficiency.

    (c) Goal 3 - To improve the overall level of facilities.

    (d) Goal 4 - To use technology efficiently to stream line communication/processes.

(3) Community
    (a) Goal 1 - To strengthen and expand relationships within the community with other nonprofit organizations, business and industry, colleges and universities, faith-based groups, and the general public.

    (b) Goal 2 - To improve customer outcomes by creating and advancing community and economic development opportunities.

Goals in Order of Ranking

	1	2	3	4	5	Total	Ranking
To operate for maximum effectiveness and efficiency. (Agency Goal 1)	**33.33%** 17.00	**11.76%** 6.00	**29.41%** 15.00	**13.73%** 7.00	**11.76%** 6.00	51	3.41
To strengthen and expand relationships within the community with other nonprofit organizations, business and industry, colleges and universities, faith-based groups, and the general public. (Community Goal 1)	**30.77%** 16.00	**19.23%** 10.00	**13.46%** 7.00	**19.23%** 10.00	**17.31%** 9.00	52	3.27
To improve customer outcomes by creating and advancing community and economic development opportunities. (Community Goal 2)	**11.76%** 6.00	**27.45%** 14.00	**31.37%** 16.00	**17.65%** 9.00	**11.76%** 6.00	51	3.10
To use technology efficiently to stream line communication/ processes. (Agency Goal 2)	**13.46%** 7.00	**21.15%** 11.00	**17.31%** 9.00	**26.92%** 14.00	**21.15%** 11.00	52	2.79
To provide services strategically opposed to using the provision of services (providing services because funding is available) model. (Family Goal 1)	**11.54%** 6.00	**21.15%** 11.00	**9.62%** 5.00	**23.08%** 12.00	**34.62%** 18.00	52	2.52

To operate for maximum effectiveness and efficiency — 3.41

To strengthen and expand relationships within the community with other nonprofit organizations, business and industry, colleges and universities, faith-based groups, and the general public — 3.27

To improve customer outcomes by creating and advancing community and economic development opportunities — 3.10

To use technology efficiently to stream line communication/processes — 2.79

To provide services strategically opposed to using the provision of services (providing services because funding is available) model — 2.52

Outcomes

Purpose of step: To develop specific outcome statements for each goal. Outcomes are statements of major change resolving specific needs. Under each goal, the outcomes are listed in order of ranked importance by Board, Policy Council and Staff.

(1) Family
   (a) Goal 1 - To increase the amount of stable unable to work elderly and disabled families.

   Outcome 1 - More families obtain safe and secure housing.

   Outcome 2 - Increase the amount of elderly and disabled, non-working families to ensure nutritional needs are met.

   Outcome 3 - Increase the amount of elderly and disabled, non-working families to ensure transportation needs are met.

   (b) Goal 2 - To Increase the amount of self-reliant able to work families.

   Outcome 1 - More families obtain living wage employment.

   Outcome 2 - More families obtain adequate education.

(2) Agency
   (a) Goal 1 - To provide services strategically opposed to using the provision of services (providing services because funding is available) model.

   Outcome 1 - To Increase and retain a high level of personnel that use a strength based bundling of services and are outcome driven.

   Outcome 2 - Develop a system to evaluate programs to achieve alignment with mission and community needs; measurable program performance outcomes; and agency funding sustainability.

   Outcome 3 - Analyze program structure for efficiency and implement and/or redesign program services if needed

   Outcome 4 - Begin to "bundle services" to serve clients holistically.

   (b) Goal 2 - To operate for maximum effectiveness and efficiency.

   Outcome 1 - Increased teamwork, shared responsibility, and mutual respect.

   Outcome 2 - Establish an organizational development process that improves agency-wide communication, planning, and decision making, and

that brings about greater efficiency, accountability and organizational excellence.

Outcome 3 - Update all policies and procedures that provide guidance to the Board of Directors and all staff.

Outcome 4 - Employees will receive skills training which supports ROMA and Head Start Performance Standards and strengthens service to clients.

(c) Goal 3 - To improve the overall level of facilities.

Outcome 1 - Development of a long range facilities plan.

Outcome 2 - New buildings secure for services including Head Start and DCP.

Outcome 3 - Establishment of long term capital campaign to fund development of central office and single point of services.

(d) Goal 4 - To use technology efficiently to stream line communication/processes.

Outcome 1 - Advance communication between departments, centers and programs.

Outcome 2 - Develop a staff server to help stream line internal approval processes (i.e. computer work order forms, purchase requests).

Outcome 3 - Develop a centralized database to collect program client data and train staff on usage and understanding of the collective point of measurement.

Outcome 4 - Invest in website development to create staff interaction.

(3) Community
   (a) Goal 1 - To strengthen and expand relationships within the community with other nonprofit organizations, business and industry, colleges and universities, faith-based groups, and the general public.

Outcome 1 - Increase agency visibility and recognition as a local leader in addressing poverty.

Outcome 2 - Include partners in program development and achievement of the agency's vision/mission.

Outcome 3 - Maintain a high profile and will work to use all available media

outlets in our public relations efforts.

(b) Goal 2 - To improve customer outcomes by creating and advancing community and economic development opportunities.

Outcome 1 - Development and use of funding to create EMPLOYMENT opportunities for low-income individuals.

Outcome 2 - Development and use of funding to create more EDUCATION opportunities for low-income individuals.

Outcome 3 - Development and use of funding to invest in more HOUSING opportunities for low-income individuals.

Strategies

Purpose of step: To develop strategies for each service area. Strategies are statements of major approach or method for attaining goals and resolving specific issues. The following sheets are the specific measures and their time frame to completion for each step.

Level Family   **Oversight** DCP   **Date Updated** 04/01/2015

Goal 1: To increase the amount of stable unable to work elderly and disabled families.

Outcome 1: More families obtain safe and secure housing.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Create/find landlord database for referrals and educate on housing opportunities and what a substantial housing note should be.	CSBG	January 2016 (database completed)	On-going	
Partner with housing authorities/agencies, sheriff and local police departments to ensure/encourage safety.	CSBG	July 2016	January 2018 (all community committees)	

Outcome 2: Increase the amount of elderly and disabled, non-working families to ensure nutritional needs are met.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Refer additional individuals to home delivered meal services.	CMPDD/DCP	October 2015	Yearly Measurement	
Refer additional individuals to congregate meal services.	CMPDD/DCP	October 2015	Yearly Measurement	

Outcome 3: Increase the amount of elderly and disabled, non-working families to ensure transportation needs are met.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Provide additional referrals for low-income, elderly and disabled individuals through the HCHRA Transportation Program.	CSBG	July 2015	December 2017	

Goal 2: Increase the amount of self-reliant able to work families.

Outcome 1: More families obtain living wage employment.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Full employment assessment of household strengths completed for every "able to work" household presented to case management teams.	CSBG	January 2016	December 2016 (100% assessed)	
Train individuals on specific employment and soft skills and help them obtain gainful employment and provide follow up.	CSBG WIN Job Center	January 2016	Yearly ending	
Refer individuals to partner organizations within the community who; host job fairs, identify and educate employers for low income hires and develop apprenticeship programs with employers.	CSBG	January 2016	December 2017 (100% referred over 2 years)	
Market Head Start to working families (who cannot work due to childcare issues) and restructure specific services to be available at different hours and develop after care services (strategically plan locations).	CSBG and Head Start	October 2016 October 2017	August 2016 August 2017	

Outcome 2: More families obtain adequate education.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Identify client passion and interest for educational and job placement/referrals (more defined assessment).	CSBG	July 2015	On-going	
Coordinate education fair (partner with education counselors) and share information on educational funding (ex. Pell grants).	CSBG	July 2015 April 2016 April 2017	August 2015 August 2016 August 2017	
Address transportation needs (provide bus routes, etc.) and provide access to skill-related educational opportunities (ex. Auto repair, truck driving, etc. Partner with CDC).	CSBG	January 2016	March 2018	
Refer to partnership with organizations that focuses on "ex-felon" placement and that can assist with "expungement" and develop pool of places in which "ex-felons" can be hired.	CSBG and Head Start- Family and Community Services	October 2016	October 2017	
Ensure follow-up and ensure accountability of money spent.	CSBG and Fiscal	May 2015	December 2017 (100% in final year)	

Level Agency   **Oversight** Administration   **Date Updated** _____

Goal 1: To provide services strategically opposed to using the provision of services (providing services because funding is available) model.

Outcome 1: To increase and retain a high level of personnel that use strength based bundling of services and are outcome driven.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Readjust qualification levels to match positions across departments and create a schedule of expected trainings for each staff member.	Administration-Personnel	July 2015	January 2016	
Develop departmental/individual collaborations of crossover educational opportunities which include leadership development training and career ladders.	Administration-Personnel	January 2016	July 2016	

Outcome 2: Develop a system to evaluate programs to achieve alignment with mission and community needs; measurable program performance outcomes; and agency funding sustainability.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Expand ongoing-assessment to define key measures and document progress including the implementation of agency wide ROMA outcome collection and report outcomes to the Board in a quantitative form.	Administration-Planning and Development (P&D)	May 2015	May 2018	
Expand community needs assessment that collaborates with other organizations for expansion into already existing policy data.	Administration-P & D	January 2016	May 2016	

Outcome 3: Analyze program structure for efficiency and implement and/or redesign program services if needed.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Develop an exchange of dialogue within the organization that discussed collaboration of information with coordinated plan to assist the family as a single unit.	Head Start F&CS DCP	October 2015	September 2016	
Develop/implement a centralized data intake system and create a policy on using the system.	Administration-P & D	July 2015	January 2016	
Increase interagency/program communications.	Administration	July 2015	January 2016	

Outcome 4: Begin to "bundle services" to serve clients holistically.				
Strategies	**Resources Needed**	**Start Date**	**Projected Completion**	**Comments**
Develop a checklist of expectations for services that should be provided to every family.	CSBG and Head Start	July 2015	January 2016	
Expansion of development committee to support strengths and address lack of specific resources based off of data of actual served families.	Administration-P & D	September 2015	March 2016	
Create online public portal that will allow client's updates on progress.	Administration- I.T.	March 2016	August 2016	

Level	Agency	Oversight	Administration	Date Updated	

Goal 2: To operate for maximum effectiveness and efficiency.

Outcome 1: Increased teamwork, shared responsibility, and mutual respect.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Offer specific training that is focused on teamwork and on-going discussions on (Agency) processes.	Administration	July 2015	August 2015	
Spread message of "end goal" to promote teamwork and shared responsibility.	Administration	July 2015	August 2015	
Revamp job descriptions to talk about outcomes and develop performance based evaluations on future abilities and goals.	Administration-Personnel	August 2015	June 2016	
Create practice of mutual/shared responsibility in which HCHRA sets quarterly/yearly projects with different teams (different departments).	Administration	October 2015	On-going	

Outcome 2: Establish an organizational development process that improves agency-wide communication, planning, and decision making, and that brings about greater efficiency, accountability and organizational excellence.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Revisit strategies and work plans (share this outline and outcomes with the board each year).	Administration	October 2015	September 2017	

Outcome 3: Update all policies and procedures that provide guidance to the Board of Directors and all staff.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Assign committees (Board and Staff) to review policies and procedures on an annual basis.	Board and Administration	June 2015	August 2015	
Create and send updates to staff annually at the beginning of new fiscal year and have them to sign electronically.	Administration - Personnel	September 2015 September 2016 September 2017	October 2015 October 2016 October 2017	

Outcome 4: Employees will receive skills training which supports ROMA and Head Start Performance Standards and strengthens service to clients.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Develop expected training schedule for all employees based on job needs and expand new hire orientation to include Community Action and agency history.	Administration-Personnel	January 2016	July 2016	

Level Agency _____   **Oversight** Administration _____   **Date Updated** _____

Goal 3: To improve the overall level of facilities.				

Outcome 1: Development of a long range facilities plan.				
Strategies	**Resources Needed**	**Start Date**	**Projected Completion**	**Comments**
Develop a Facilities Advisory Committee.	Head Start and Administration	July 2015	September 2015	
Develop facilities master plan and identify facility weaknesses and develop strategies to expand.	Head Start and Administration	July 2015	December 2015	

Outcome 2: New buildings secure for services including Head Start and DCP.				
Strategies	**Resources Needed**	**Start Date**	**Projected Completion**	**Comments**
Assessment of community to identify Head Start aged children and identify what facilities will look like in 5 years and the cost.	Head Start	July 2015	July 2016	

Outcome 3: Establishment of long term capital campaign to fund development of central office and single point of services.				
Strategies	**Resources Needed**	**Start Date**	**Projected Completion**	**Comments**
Conduct research on policies and practices of capital campaigns	Administration-P & D	July 2015	January 2016	
Begin establishing relationships to refocus on "Friends of Hinds County."	Administration-P & D	July 2015	January 2017	
Research personalized tags for HCHRA Head Start alumni.	Administration-P & D	July 2015	December 2015	
Reach out to Head Start alumni for donations and association and join with other Head Start agencies across MS to share the story of Head Start and Community Action (documentary) (kick off before the capital campaign).	Head Start and Administration-P & D	July 2015	July 2018	

Level Agency   **Oversight** Administration   **Date Updated** _____

Goal 4: To use technology efficiently to stream line communication/processes.				

Outcome 1: Advance communication between departments, centers and programs.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Develop portal to have teacher/parent interaction (Renweb and SchoolReach)	Administration-I.T.	January 2016	September 2016	
Research funding for technology (as mentioned in bullet 1)	Administration	July 2015	January 2016	

Outcome 2: Develop a staff server to help stream line internal approval processes (i.e. computer work order forms, purchase requests).

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Develop a staff server to help stream line internal approval processes (i.e. computer work order forms, purchase requests)	Administration-I.T.	January 2016	September 2016	

Outcome 3: Develop a centralized database to collect program client data and train staff on usage and understanding of the collective point of measurement.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Develop and implement an agency-wide service delivery system that is unified across all departments.	Administration	April 2016	January 2017	

Outcome 4: Invest in website development to create staff interaction.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Research and discover top Community Action and Head Start websites that are interactive.	Administration	July 2015	January 2016	

Level Community _____   **Oversight** Administration _____   **Date Updated** _____

Goal 1: To strengthen and expand relationships within the community with other nonprofit organizations, business and industry, colleges and universities, faith-based groups, and the general public.

Outcome 1: Increase agency visibility and recognition as a local leader in addressing poverty.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Create promotional campaign that rebrands organization (change name or look into catchy nickname), research logo.	Administration	April 2016	June 2017	
Encourage internal story reporting to begin use of Social Media.	Administration-P & D	July 2015	February 2016	

Outcome 2: Include partners in program development and achievement of the agency's vision/mission.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Create specific avenues to build relationships with each entity (other nonprofit organizations, business and industry, colleges and universities, faith-based groups, and the general public) through interns and other collaborations.	Administration, DCP and Head Start	January 2016	July 2018	
Develop "Poverty Luncheons" with faith-based groups, etc.	Administration	July 2016	July 2018	

Outcome 3: Maintain a high profile and will work to use all available media outlets in our public relations efforts.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Write Letters to the Editors regarding poverty.	Administration-P & D	January 2016	Yearly	
Attend/develop radio and TV talk shows.	Administration-P & D	January 2016	July 2018	
Send client/family stories to the media including PEG TV or JSU TV.	Administration-P & D	January 2016	Quarterly	

Level Community   **Oversight** DCP and Head Start   **Date Updated** _____

Goal 2: To improve customer outcomes by creating and advancing community and economic development opportunities.

Outcome 1: Development and use of funding to create EMPLOYMENT opportunities for low-income individuals

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Create our own restaurant (create our own job opportunities).	CSBG	January 2017	June 2018	
Empower clients/families to be entrepreneurs by researching opportunities to give individuals the opportunity to become entrepreneurs.	CSBG and Head Start	January 2017	June 2018	
Research Community/Business Relations person to build relationships and partnerships (including RCs, Chambers, etc.).	Administration	January 2017	June 2018	

Outcome 2: Development and use of funding to create more EDUCATION opportunities for low-income individuals.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Become familiar with Pell Grants to share information with clients and research apprenticeships (talk to community colleges, Unions, etc.).	CSBG and Head Start	July 2015	January 2016	
Research cost into creating own classrooms (ex. refer 20 clients and pay teacher, etc.).	CSBG and Head Start	January 2017	June 2018	

Outcome 3: Development and use of funding to invest in more HOUSING opportunities for low-income individuals.

Strategies	Resources Needed	Start Date	Projected Completion	Comments
Partner with Habitat for Humanity to educate individuals on keeping their house including minor repairs	CSBG and Head Start	January 2016	July 2016	
Develop homes, hire construction workers, partner with loan (funding) companies (Youthbuild, Southwest Development Corp).	CSBG	January 2017	June 2018	
Research senior and rural housing.	CSBG	October 2015	January 2016	
Assist with organizing neighborhood organizations to address issues and to develop and provide information on compliance such as ADA issues	CSBG and Head Start	January 2017	June 2018	

Implementation

Annual Outcomes Indicators

Purpose of step: To develop annual objectives consistent with the goals and strategies of the strategic plan. Outcomes are specific, concrete, measurable statements of what will be done to achieve a goal generally within a one-year time frame and typically associated in an agency's Community Service and Head Start plans. Outcomes include what will be accomplished, by when and by whom. Strictly speaking annual outcomes are not part of the Strategic Plan of an agency although key impact measurements are establish to measure success. Outcomes are the core of the agency's Annual Operational Plan that is based on the strategic plan itself. These plans will be approved yearly by the Board of Directors to ensure they match the strategic plans goals and outcomes. These outcome indicators will published once approved.

The key indicators of success for the Family level goals are located on the next two pages. The agency and community level goals will have key indicators of success developed for specific strategies that do not indicate specifically the measure.

Goal	Service or Activity	Outcome	Indicator	Measurement Tool	Data Source	Frequency of Data Collection and Reporting
(1) Planning	(2) Intervention	(3) Benefit	(4) Performance	(6) Accountability	(7) Accountability	(8) Accountability
To increase the amount of stable unable to work elderly and disabled families	Create/find landlord database for referrals and educate on housing opportunities and what a substantial housing note should be. (c) Referrals to partnerships with housing authorities/agencies, sheriff and local police departments to ensure/encourage safety.	More families obtain safe and secure housing.	30/1000 or 3% of unable to work families obtain safe and secure housing each year.	Housing scale assessment	Case management file kept by case worker and reported at least quarterly to board and annually on IS report section 6.4 E.	Follow-up per individual but no more than 30 days Quarterly to Board Annual IS report
	Refer additional individuals to home delivered meal services. Refer additional individuals to congregate meal services.	Increase the amount of elderly and disabled, non-working families to ensure nutritional needs are met.	10% increase yearly in unduplicated numbers of individuals served.	CMPDD unduplicated report	Case management file kept by case worker and reported at least quarterly to board and annually on IS report	Monthly to Board Annual IS report
	Provide additional referrals for low-income, elderly and disabled individuals through the HCHRA Transportation Program.	Increase the amount of elderly and disabled, non-working families' transportation needs are met.	10% increase yearly in unduplicated numbers of individuals served.	Transportation monthly report	Case management file kept by case worker and reported at least quarterly to board and annually on IS report	Monthly to Board Annual IS report

Goal	Service or Activity	Outcome	Indicator	Measurement Tool	Data Source	Frequency
(1) Planning	(2) Intervention	(3) Benefit	(4) Performance	(6) Accountability	(7) Accountability	(8) Accountability
Increase the amount of self-reliant able to work families.	Full employment assessment of household strengths completed for every "able to work" household presented to case management teams	More families obtain living wage employment.	50 out of 5,000 or 1% of households will obtain living wage employment each year	Employment Scale Assessment	Case management file kept by case worker and reported at least quarterly to board and annually on IS report	Monthly to Board

Annual IS report |
	Train individuals on specific employment and soft skills and help them obtain gainful employment and provide follow up.					
	Refer individuals to partner organizations within the community who; host job fairs, identify and educate employers for low income hires and develop apprenticeship programs with employers.					
	Market Head Start to working families (who cannot work due to childcare issues) and restructure specific services to be available at different hours and develop after care services (strategically plan locations).					
	Identify client passion and interest for educational and job placement/referrals (more defined assessment).	More families obtain adequate education.	80 out of 8,000 or 1% of individuals will obtain a bachelor's degree each year.	Education Scale Assessment	Case management file kept by case worker and reported at least quarterly to board and annually on IS report	Monthly to Board

Annual IS report |
	Coordinate education fair (partner with education counselors) and share information on educational funding (ex. Pell grants).					
	Address transportation needs (provide bus routes, etc.) and provide access to skill-related educational opportunities (ex. Auto repair, truck driving, etc. Partner with CDC).					
	Refer to partnership with organizations that focuses on "ex-felon" placement and that can assist with "expungement" and develop pool of places in which "ex-felons" can be hired.					
	Ensure follow-up and ensure accountability of money spent.					

Logic Models

Purpose of step: To develop simple opportunities for oversight and management of selected goals, outcomes and strategies of the strategic plan. These models with updated actual results will be reported to the Board monthly to ensure ability to reach projected outcomes. The example logic model for HCHRA is presented here for reference.

One Dimension

Organization: HCHRA   **Program:**   **Family   • Agency   • Community**

Identified Problem, Need or Situation	Service or Activity Identify the # of clients to be served. Identify the time frame for the project. *May also include the # of units of service offered*	Outcome General statement of results expected	Indicator Projected # of clients expected to achieve each outcome divided by the number served; the % expected to achieve	Actual Results The <u>Actual</u> # of clients achieving the outcome, divided by the number served; the % of clients who <u>achieved</u> each outcome	Measurement Tool	Data Source Include Collection Procedure, Personnel Responsible	Frequency of Data Collection and Reporting
(1) Planning	(2) Intervention	(3) Benefit	(4) Performance	(5) Performance	(6) Accountability	(7) Accountability	(8) Accountability
Mission:					**Proxy Outcome:**		

Service Model Developments

Purpose of step: To determine one of the most innovative ways of providing community-based services to provide access to service and access to linkages, which further accommodates the people HCHRA serves. Using HCHRA resources effectively brings a vast array of services and opportunities to people that will raise the standard of living and enable the area's most vulnerable population to get started on the road to desired outcomes.

HCHRA recognizes the fact that successful case management is directly proportionate with the strength of the agency's linkages with other community service providers. Therefore, HCHRA will continue to provide opportunities for case managers to interact with other community agencies in order for the case managers to become better acquainted with the full range of services and programs that are available in Hinds County. A systematic process for distributing pertinent information about other service providers to case managers will remain in place, and emphasis will continue to be placed on the integration and coordination of these services. HCHRA understands that arming staff with the right information and implementing sound processes and procedures sets the tone for the case management environment; therefore, we will continue to provide case management in a way that empowers the case manager who in turn helps to empower the families/individuals we serve.

HCHRA's development of comprehensive strategies must include an understanding of the power of "bundling services" rather than providing services that meet an isolated need. HCHRA will find ways to identify the combination of services that is most effective for helping to change lives and support movement out of poverty. As noted in Agency Goal 3 Outcome 3, it is the desire of the Board of Directors to develop a unified service delivery model. This section will be updated as those processes are completed to meet that outcome. This information should be completed and added to the additional strategic plan updates for years two and three.