Florida Association for Community Action

2018 – 2021

Strategic Plan
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BOARD OF DIRECTORS

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<tr>
<td>Berneitha McNair, Chair</td>
<td>Northeast Florida Community Action Agency, Inc. – Jacksonville, FL</td>
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<td>Doug Brown, Vice Chair</td>
<td>Community Action Program Committee, Inc. – Pensacola, FL</td>
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<td>Charles Harris, Secretary</td>
<td>Central Florida Community Action Agency, Inc. – Gainesville, FL</td>
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<tr>
<td>Carolyn King, Treasurer</td>
<td>Pinellas Opportunity Council, Inc. – St. Petersburg, FL</td>
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<tr>
<td>Carl Herriott</td>
<td>Brevard County Community Action Agency, Inc. – Viera, FL</td>
</tr>
<tr>
<td>James Green</td>
<td>Palm Beach County Community Services Department – West Palm Beach, FL</td>
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<tr>
<td>James H. Lowe, CCAP</td>
<td>Lake County Community Action Agency, Inc. – Eustis, FL</td>
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<tr>
<td>PaHoua Lee-Yang, NCRT</td>
<td>The Agricultural and Labor Program, Inc. – Lake Alfred, FL</td>
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<tr>
<td>Tim Center</td>
<td>Capital Area Community Action Agency, Inc. - Tallahassee, FL</td>
</tr>
<tr>
<td>Warren Hougland</td>
<td>Osceola County Council on Aging, Inc. – Kissimmee, FL</td>
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STRATEGIC PLANNING COMMITTEE

Board Members

PaHoua Lee-Yang, Committee Chair
Charles Harris
Warren Hougland
Carl Herriott
Carolyn King
Berneitha McNair

Executive Director

Faith Pullen
EXECUTIVE SUMMARY

On January 8, 1964 President Lyndon B. Johnson introduced legislation to support the War on Poverty. As a result, the Economic Opportunity Act (EOA) was passed in August of that same year. While the EOA provided for many things such as job training, adult education and small business loans, perhaps one of the most impactful outcomes of the act was the creation of Community Action Agencies commissioned to assist with anti-poverty efforts at the local level.

For over 30 years, the Florida Association for Community Action (FACA) has answered the call of the “War on Poverty” by working to support Community Action Agencies throughout Florida. FACA provides training, technical assistance, advocacy and information sharing to each member agency. FACA maintains communication and resource-sharing between member agencies, governmental departments, other social service providers and concerned citizens. FACA provides an information exchange at the state, regional and national level. Through the FACA network, member agencies can participate in statewide discussions on public policy and other issues affecting their communities.

Additionally, FACA provides advocacy services by working collaboratively through its memberships in Community Action Partnership (CAP), National Community Action Foundation (NCAF) and Community Action Program Legal Services, Inc. (CAPLAW).

FACA is a private nonprofit 501 (c) 3 state association. Its central office is located in Tampa, Florida.

FACA maintains a standard of periodic reviews of the strategic plan with complete revisions occurring upon expiration of the most recent plan. The 2014 – 2017 Strategic Plan for Sustainability was approved in June 2014. In December 2016, at the direction of the Board Chair, the Strategic Planning Committee began review and analysis of the 2014 – 2017 strategic plan in anticipation of the pending expiration of the current plan. The recommendation of the Committee to the Board was for the new plan for 2018 – 2021 to be drafted in collaboration with the Executive Director. At this recommendation, the committee continued the necessary planning to accomplish the goal of working with the Executive Director to draft a new strategic plan.

In October 2017 after an unexpected long term vacancy, a new Executive Director was hired and the strategic planning process resumed.

In December 2017, the full board and Executive Director completed a Strategic Planning retreat.
STRATEGIC PLANNING PROCESS

On December 8, 2017, the FACA Board of Directors participated in a Strategic Planning Retreat facilitated by the newly hired Executive Director. The Board felt it beneficial to engage the new Executive Leadership in the planning process to solidify collaboration between Board and staff in order to create shared accountability and buy-in.

The components of the retreat included:

- Past strategic planning process review
- Review and update of the Mission and Vision
- Creation of Core Values
- A Strength, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis
- Identification of top strategic issues
- Creation of the five strategic priorities

The Board of Directors approved the mission, vision, and core values that will guide and direct FACA’s work over the next three years.

**Our Mission**

To enhance Florida’s Community Action Network’s effectiveness to facilitate the reduction of poverty, through collaboration with public and private partners by providing training, technical assistance and advocacy.

**Our Vision**

FACA will be the key change agent with assisting Florida’s Community Action Network in poverty reduction.

**Our Core Values**

- **Outstanding Customer Service:** Consistently display professionalism, courtesy, patience and genuine care in all communications and interactions
- **Transparency:** Provide honest and open access to all members and stakeholders
- **Accountability:** Practice responsible decision making by understanding and accepting liabilities involved
• **Integrity**: Uphold the highest standards of ethics and moral responsibility to do the right thing at the right time all of the time

• **Inclusiveness**: Value all persons, communities and agencies by extending a standing invitation to those with likeminded goals to serve and be a part of the network

## Strategic Issues and Priorities

### 10 Strategic Issues

- Increasing membership growth and participation
- Limited funding sources
- Limited fiscal management systems
- Lack of regional training plans
- Lack of training opportunities targeted specifically for public and private CAAs
- Remaining relevant in effectively meeting the changing needs of the network
- Adequate ROMA Next Generation implementation support
- Increased social media presence
- Support for the Department of Economic Opportunity in addressing the needs of the Network
- Increased advocacy efforts
FACA’s Top Five Strategic Priorities

1. Funding
2. Training
3. Advocacy
4. Partnerships
5. Visibility and Marketing

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RESULTS ORIENTED MANAGEMENT AND ACCOUNTABILITY

Results Oriented Management Accountability (ROMA) Next Generation (NG) and The Theory of Change

ROMA NG is the expansion of the ROMA system introduced in 1994. ROMA NG provides the context for continuous quality improvement which allows the network to effectively access and communicate performance to stakeholders. ROMA NG switches the emphasis from a “compliance” focus to “continuous learning” focus.

The Strategic Committee Chair is a National Certified ROMA Trainer and ensured ROMA principles were included in the strategic planning process.

An extension of ROMA NG, the National Community Action Network Theory of Change provides even further guidance for the local Community Action Agencies by identifying three core goals:

**Goal 1:** Individuals and families with low-incomes are stable and achieve economic security.

**Goal 2:** Communities where people with low-incomes live are healthy and offer economic opportunity.

**Goal 3:** People with low-incomes are engaged and active in building opportunities in communities.

While FACA does not operate at the community level, but rather supports those agencies that do, the Theory of Change was considered in the strategic planning process when establishing network priorities.
Florida Association for Community Action

2018 – 2021

Strategic Plan

Goals, Objectives and Strategies

Goal 1: FACA will improve financial stability of the organization.

Objective 1.1: Increase revenue by 30% over three years

Strategies:

- Identify and secure diverse funding opportunities from the business community and other entities that support the mission of FACA
- Register for annual November “Giving Tuesday” nonprofit fundraising event
- Improve year-round fundraising effort
- Increase FACA conference registration and sponsorships
- Increase FACA membership

Objective 1.2: Enhance financial operating procedures and accountability

Strategies:

- Implement sound fiscal management system that follows Generally Accepted Accounting Principles (GAAP)
- Contract independent auditing firm to perform annual audits of financial statements and reports
- Perform annual analysis of operations and identify areas with the potential for reduction in cost to be reflected in budget creation for each fiscal year
Goal 2: FACA will provide a comprehensive training platform.

Objective 2.1: Develop and implement annual customized training plan.

Strategies:
- Perform annual survey of agency training needs
- Improve training accessibility by utilizing diverse platforms for training delivery including face-to-face and web-based modules
- Implement regional schedule for face-to-face training sessions
- Create training courses and technical assistance guides with content specific to public and private agencies
- Create a web-based community for peer-to-peer resource sharing

Objective 2.2: Enhance the Florida Community Action Network’s capacity to achieve results

Strategies:
- Conduct ROMA Next Generation training opportunities
- Coordinate training efforts with the Florida Department of Economic Opportunity
- Coordinate training efforts with the Florida Weatherization Network
- Align training and technical assistance components with the Regional Performance and Innovation Consortium (RPIC) Training and Technical Assistance Plan

Goal 3: FACA will improve awareness of the impact of the Florida Community Action Network.

Objective 3.1: Conduct annual advocacy activities that educate local, state and national audiences on the causes of poverty and the necessity of local Community Action Agencies in addressing these causes

Strategies:
- Establish a legislative agenda
- Organize Community Action Day at Florida Legislature
• Engage public and private sector stakeholders in conversations on the importance of poverty reduction efforts:
  a) Create data informed information sheets/brochure reflecting the conditions of poverty in the state of Florida and the impact of local Community Action Agencies on these conditions
  b) Participate in various poverty symposiums, summits and conferences on the topic of poverty
• Increase communication of poverty related data, reports, trainings and other information to network
• Complete Annual Report that highlights results of the Florida Community Action Network

Goal 4: **FACA will develop strong partnerships with public and private organizations that mirror and/or support its mission.**

**Objective 4.1:** Increase the number of partnerships by 20% over three years

**Strategies:**

• Survey network to determine what partnerships exist within local CAAs
• Engage each energy vendor within the state on strategies for collaboration between energy vendor and FACA that will support their work in their geographic areas
• Participate as advisor/sponsor to business community in their efforts to eliminate poverty via job training, creation, understanding the impact of poverty, etc.

Goal 5: **FACA will increase visibility and agency recognition.**

**Objective 5.1:** Enhance marketing efforts.

**Strategies:**

• Update website appearance to align with current web design trends
• Update website content to include updated mission, vision and core values
• Highlight community action news and results on website
• Use Twitter, Facebook, etc. to spotlight local agency success stories and best proactive ideas
• Email monthly community action highlights to members and partners
IMPLEMENTATION AND ACCOUNTABILITY

FACA’s strategic plan will be implemented by executive leadership and agency staff. Due to the nature of the association and the work, some items may be delegated to various standing and/or ad hoc committees as deemed appropriate by the Board Chair.

The Agency completes an annual Training and Technical Assistance Plan (T/TA) that will include specific strategies that FACA will implement to achieve the strategic goals and objectives. The executive director will align training plans and budgets with the agency-wide strategic plan. The executive director is ultimately responsible for the successful implementation of the plan.

The Board will receive quarterly updates on the implementation of the 2018-2021 Strategic Plan with reference to goals, objectives, and outcomes achieved. Progress reports will be shared at board meetings.