



Mission

CMCA empowers individuals and families to achieve self-reliance.

Strategic Plan – 2015-2017

Health, education, and economic stability form the basis for CMCA's strategy to achieve its mission. CMCA is committed to both facilitating change in individual's lives and changing community systems. We have determined that the structure of the five "Strategic Commitments" still provides a valid framework for the work that we do. In addition, outcomes have been segregated to clarify that it is either an individual (or family), community, or agency outcome.

Strategic Commitment #1

Engage the community to assure that all people have their basic needs met.

Basic needs include the social determinants of health, and housing.

1. Health

Family or Individual Outcome

- A. Low income Individuals/Families are healthier
- B. Low income individuals/families have health insurance.

Community Outcome

- A. Local health providers serve low income patients better.

2. Housing

Family or Individual Outcome

- A. Low income individuals are housed.
- B. Housing costs for individuals with low income are decreased.

Community Outcome

- A. Barriers to obtaining quality affordable housing are reduced.
- B. Barriers to maintaining quality affordable housing are reduced.

Strategic Commitment #2

Enhance community capacity to ensure all individuals have lifelong learning opportunities.

As one of CMCA's commitments, education plays a significant role in the health and economic stability of individuals and communities. Because early education is such a critical component of lifelong learning, CMCA is heavily vested in this area.

1. Early Childhood

Family or Individual Outcome

- A. Children enter school ready to succeed.

Community Outcome

- A. Quality preschool options exist.
- B. Quality preschool options expand.

2. K - 2nd Grade

Family or Individual Outcome

- A. Children stay on grade level proficiency.
- B. Parents have the capacity to support ongoing school success.

Community Outcome

- A. Schools perform better.

3. Middle School

Family or Individual Outcome

- A. Teens are engaged in their education and community

4. Post-Secondary

Family or Individual Outcome

- A. Adults are engaged in the education, vocation, and/or job readiness skill building
- B. Adults are prepared for leadership opportunities

Community Outcome

- A. Community organizations are enhanced by the participation of qualified low income leaders.

Strategic Commitment #3

Build community capacity to enhance economic and community assets.

Economic stability is achieved with employment and asset development. Barriers to employment present a significant component of maintaining employment. Lack of affordable housing creates instability for the workforce.

1. Employment

Family or Individual Outcome

- A. Barriers to employment are reduced or eliminated.

Community Outcome

- A. Employers have access to a larger pool of qualified candidates.
- B. More jobs are available.
- C. Quality preschool options expand.

2. Housing

Community Outcome

- A. More quality affordable housing is available in service area.

3. Personal Assets

Family or Individual Outcome

- A. CMCA participants become homeowners.
- B. Self-sufficiency is increased.

Community Outcome

- A. One financially responsible lending program for short-term loans is accessible in each CMCA county.
- B. Self-sufficiency is increased.

Strategic Commitment #4

Build relationships across class and race lines.

CMCA believes that by building relationships across race and class, the community will be more likely to change systems.

1. Outreach and education

Community Outcome

- A. Community members are aware of the realities of poverty and opportunities for them to help alleviate the causes and conditions of poverty.
- B. Community members are aware of CMCA and the role we play in moving people and communities out of poverty.
- C. Local organizations and initiatives with common outcomes are more likely to achieve them.

2. Advocacy

Community Outcome

- A. Policy making entities and individuals are aware of the effects of policy decisions on low-income families.

Strategic Commitment #5

Central Missouri Community Action is an Agency of Excellence.

In 2014 CMCA received its Pathways to Excellence Organizational Feedback Report indicating that there are opportunities for CMCA to improve to attain "Excellence." The Board and Leadership Team have determined that this rating will both clearly meet the minimum OCS Performance Standards and indicate the highest possible level of administrative excellence. Achieving all of the Standards of Excellence will be the primary focus of our Agency Outcomes.

1. Organizational Leadership

Agency Outcome

- A. External community groups augment the "voice of the low-income community" and serve to enhance communication and better inform the Board about low-income constituent issues and needs.
- B. The board formally adopts, acts upon, or supports issues identified by low-income board reps or external advisory groups.
- C. The Board, ED, and agency leadership are actively engaged in legislation, regulation, or local policy focused on the needs and issues of the low-income community.

2. Strategic Planning and Direction

Agency Outcome

- A. CMCA's strategic outcomes have specific performance measures and metrics that are linked to ROMA outcomes and systematically tracked over time.
- B. Diversify Revenue

3. Customer, Constituent, and Partner Focus

Agency Outcome

- A. Systems and services respect cultural diversity.

4. Measurement, Analysis, and Performance Management

Agency Outcome

- A. A unified performance management system is used for Board and Management decision making.
- B. Unified data informs management and public relations.

5. Human Resource Focus

Agency Outcome

- A. Agencywide training plan.
- B. Systems and services respect cultural diversity.
- C. CMCA attracts and retains high performing employees.
- D. Staff are healthy.

6. Organizational Process Management

Agency Outcome

- A. Program participants have access to all appropriate and eligible services.
- B. CMCA is a recognized brand.

7. Organizational Results

Agency Outcome

- A. Standards of Excellence are achieved.