Changing lives.
Leading change.

STRATEGIC PLAN
2015-2020
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Panhandle Community Services (PCS), a community action agency serving 26 counties in the Texas panhandle, undertook the most rigorous community needs assessment and strategic planning process in its history during 2014. This report documents the strategic planning process, results, analysis and strategies the agency will employ to address unmet or under-met needs of low-income families and the communities in which they live.

The purpose of this plan is to guide the agency in decision-making, strategizing, and moving forward with the development of the agency. In the process of developing this document, PCS set no agenda except to provide a solid, unbiased assessment of the needs in the region and then present a plan of action to provide the greatest community impact through PCS service programs.

The strategic plan combines research and data with input from PCS clients, the general public, area leaders and others to determine the most important needs and gaps throughout the Panhandle region. The primary focus of the needs assessment is needs and barriers that exist and that prevent low-income people from achieving self-sufficiency, independent of government assistance.

Caldwell Business Group, LLC, an outsourcing consultancy was hired to complete the work of the needs assessment and strategic plan of the agency. It was determined by the leadership and board of directors that hiring an outside firm to complete this project was warranted in order to allow staff and leadership the ability to maintain focus on current job tasks and also to ensure the needs assessment and strategic plan were completed from an unbiased, third-party perspective.

The needs assessment report identifies various strategic initiatives and partnerships throughout the region. The strategic plan entails the agency’s vision, mission, values and strategies that set the trajectory of PCS in moving forward to directly address the identified needs of the region.

The structure of this report follows the guidance of the Texas Department of Housing and Community Affairs in its document of 06/01/2015.¹

¹ Strategic Planning Guide for Texas Community Action Agencies, Texas Dept. of Housing and Community Affairs, June 1, 2015.
INTRODUCTION: PURPOSE, PROCESS AND STAKEHOLDER PARTICIPATION

In January 2014, PCS issued a bid request for services relating to the agency’s strategic planning process including a community needs assessment. Caldwell Business Group, LLC (CBG) won the bid. CBG then subcontracted part of the work to be done to two organizational consultants with over fifty years of community action work between them, Janet Carl and Owen Heiserman, both of Iowa.

D. Scott Caldwell, the lead consultant on the project, has worked closely with Magi York, PCS Executive Director, the board and staff to design the overall planning process, develop the needs assessment methodology and work with the board and staff to develop goals and strategies for the next several years. He has been guided and assisted by a strategic planning work group called the Development Committee within the agency including the following PCS board members:

- Julie Smith, Committee Chair
- Billy Dedrick
- Barbara Solano
- Becky Groneman
- Erica Widick

The Development Committee was given the responsibility of determining what information to collect, how to collect the information, who will participate in collection methods, anticipated process timelines, providing oversight and feedback throughout the assessment process, monitoring the process and ensuring successful completion of the needs assessment and strategic planning process. The team enacted a plan to collect data on the following items in order to accurately develop agency strategies:

**Low-income persons’ needs**

The needs of low-income persons were determined from a variety of sources including a survey of low-income persons and the general public, census data, staff input, board input, key informant input, and elected officials input.

**Community assets and service gaps**

Community assets and service gaps were documented through surveys of low-income persons, staff and key informants, and interviews with elected officials.

**Organizational and board development issues**

Data on organizational capacity were gathered through client and staff surveys, two all staff day discussions and a board retreat.

The planning group in consultation with project manager D. Scott Caldwell created the following timeline for the needs assessment and strategic planning process:

**Defining assessment parameters**

- Introduce assessment concepts and choices
- Choose assessment communities
- Choose broad categories of needs and assets to develop scope of the assessment

**March-May, 2014**

**Create assessment and data collection plan**

- Create assessment team
- Designate assessment coordinator

**March-May, 2014**
- Appoint agency team
- Create data wish lists organized by type (wanted both quantitative and qualitative data from various target populations including agency customers, other low income citizens, other citizens, staff, board, key community partners/leaders of human services organizations, elected officials.

**Implement data collection plan**  
*June-August 2014*

- Establish timelines
- Define staff, board, consultant and other stakeholder roles
- Develop, gain feedback on and finalize data tools
- Collect surveys, conduct interviews

**Analysis of data**  
*September-October 2014*

- Analyze data, both quantitative and qualitative
- Report analysis to staff and board
- Create the community profile --by county

**Plan Development**  
*September 2014-August 2015*

- Board reviews mission and vision statements
- Both staff and board review data, identify critical issues and community resources as well as service gaps
- Board sets overarching strategic objectives for next five years
- Staff develop goals, strategies, outcomes and outputs to achieve identified objectives
- Board approval of needs assessment and strategic plan
MANDATES

The strategic planning process was conducted in compliance with all federal and state mandates. The organization followed all available guidance resources in the development of its strategic plan.

Specifically, Panhandle Community Services followed guidance issued by the Texas Department of Housing and Community Affairs in its strategic plan guide dated June 1, 2015

Additionally, the strategic plan outline was determined based on the structure of the Results Oriented Management Accountability (ROMA) system of national goals which envelops 3 primary areas with regard to poverty: Family, Community and Agency. Through the endorsed process, the Development Committee was confident adequate information would be collected to identify and determine the causes and conditions of poverty, needs of low-income persons, how well the needs of low-income persons are being met, barriers to serving residents, community strengths and assets and recommendations of solutions to address barriers.

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2 Strategic Planning Guide for Texas Community Action Agencies, Texas Dept. of Housing and Community Affairs, June 1, 2015.
MISSION, VISION, AND VALUES

As a result of the needs, barriers and gaps identified from the Community Needs Assessment and from the agency’s work in the development of a strategic plan to address these items the Panhandle Community Services Board of Directors established the following Mission, Vision and Values of the agency.

**Mission**

The mission of Panhandle Community Services is to work with community partners to change lives and lead change for low-income people bridging the gap from poverty to self-sufficiency.

**Vision**

The vision of Panhandle Community Services is that low-income people will have the power to live independent of government assistance.

**Values**

The Values of Panhandle Community Services include the following:

**Stewardship**
We will strive to be transparent, accountable and 100% compliant throughout all organizational practices and manage our resources well.

**Integrity**
We expect honesty among staff, boards, families and the communities we serve. We will strive to undergo every activity with the upmost ethical character.

**Respect**
We will complete all our work and handle every interaction with dignity and esteem to inspire all we come in contact with.

**Excellence**
We strive for a completely professional environment where pride and character of each member of this organization transcends the expectations of the individuals, families and communities we serve.
SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The following contains a summary of the identified agency strengths, weaknesses, opportunities and threats.

**Strengths**

<table>
<thead>
<tr>
<th>Strength</th>
<th>Options to Take Advantage</th>
</tr>
</thead>
</table>
| 13 established brick and mortar service centers strategically located throughout service area. | • Continued focus on establishing full-time hours of operation at all established centers.  
• Expansion of additional service centers in the area.                  |
| Committed Board Members.                                                | • Establish regularly scheduled board trainings to further develop their commitment and expertise. |
| Diversified board representation.                                       | • Use existing board members as a recruiting resource for other board members to take their place when terms limits are reached. |
| Long history in the community and service area.                        | • Celebrate our history through advanced marketing efforts in order to better educate and outline the impact our agency has had in the service area since inception. |
| Strong financial and program compliance.                               | • Review processes and identify areas of weakness and focus on further development.       |
| Staff with diverse backgrounds, talent and expertise.                  | • Evaluate talents of staff to maximize the use of their skills and their organizational performance. |
| Well known by clients.                                                 | • Continue to market to additional clients who need our services.                         
• Use client success stories of past clients as a motivational message to existing clients.  
• Engage successful clients to give back through volunteering and donating. |
| Diverse Program array.                                                 | • Focus on program integration in order to create a more comprehensive and impactful service offering. |

**Weaknesses**

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Options to Overcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gaps in service integration.</td>
<td>• Focus on program integration in order to create a more comprehensive and impactful service offering.</td>
</tr>
<tr>
<td>Understanding of the function of all</td>
<td>• Initiate a comprehensive</td>
</tr>
<tr>
<td>Opportunities</td>
<td>Options to Take Advantage</td>
</tr>
<tr>
<td>---------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td><strong>Opportunity</strong></td>
<td><strong>Options to Take Advantage</strong></td>
</tr>
<tr>
<td>Existing service related partners and partner opportunities.</td>
<td>• Foster current relationships to strengthen their impact. Focus on development of new partners.</td>
</tr>
<tr>
<td>Part of a larger, established partnership through TACAA and CAP</td>
<td>• Work to identify ways PCS can play a bigger role in these partnerships and identify all available resources to help the agency continue to be successful.</td>
</tr>
<tr>
<td>Use of technology.</td>
<td>• Review current systems and identify areas for improvement.</td>
</tr>
<tr>
<td>Positioned in a very philanthropic area.</td>
<td>• Develop plans to take advantage of philanthropic opportunities.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threats</th>
<th>Options to Overcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Threats</strong></td>
<td><strong>Options to Overcome</strong></td>
</tr>
<tr>
<td>Large coverage area (26 counties and 26,000 square miles).</td>
<td>• Increase effectiveness of established service centers and investigate opportunities for expansion of additional centers. • Utilize existing partnerships with other organizations to leverage work in the region.</td>
</tr>
<tr>
<td>Not known by non-clients.</td>
<td>• Develop and implement a strong marketing effort focused on education</td>
</tr>
<tr>
<td>Of the agency services offered.</td>
<td></td>
</tr>
<tr>
<td>--------------------------------</td>
<td></td>
</tr>
</tbody>
</table>
| 9 of the 26 counties in the service area have very high poverty rates (rank in the top, statewide) and little industry. | • Develop or expand upon partnerships with area educational facilities and workforce centers to develop pathways for employment in high demand occupations.  
• Utilize existing service centers and transportation services in these areas to enhance access to education and/or work.  
| Very rural service area with limited access to crucial items such as work, education and food. | • Develop and/or expand upon existing relationships with service providers to enhance access to crucial resources.  
• Utilize existing transportation services to create access.  
| Very diversified population with large immigrant community from many countries. | • Enhance partnerships with existing services that offer resources focused on these populations.  
| Funding – Increased costs and area competition. | • Create a funding diversification strategy focused on developing new funding streams to provide additional leverage to current and decreasing funding sources.  
| Replication of services in the area – Area is saturated with many non-profits. | • Develop and implement initiatives that bring all area organizations together and that promotes working together rather than in competition.  

### SUMMARY OF ASSESSMENT OF INTERNAL AND EXTERNAL FACTORS

The following table provides an overview of discovered significant internal and external factors.

#### Internal Assessment

<table>
<thead>
<tr>
<th>Topic</th>
<th>Issues</th>
<th>Option to Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>• Changes in Federal accounting requirements related to OMB Circular</td>
<td>Create plan to identify current fiscal policies and procedures, compare them to new requirements and implement plan to ensure compliance and to appropriately train staff.</td>
</tr>
<tr>
<td>Human Resource</td>
<td>• Executive Director, Family Services Director and Chief Financial Officer retiring within the next 2 years.</td>
<td>Create an adequate succession plan to ensure transition in all positions is seamless and efficient.</td>
</tr>
<tr>
<td>Information Technology</td>
<td>• Existing Programs used for program reporting are not adequately integrated and do not communicate well. Therefore program staff cannot efficiently consolidate client information from multiple databases into a single source of unduplicated information for reporting and planning.</td>
<td>Evaluate current systems and explore opportunities to integrate and create a more efficient reporting process for program staff.</td>
</tr>
<tr>
<td>Programs and Services</td>
<td>• Communication and understanding of job functions between departments of the agency is inadequate therefore causing issues with employee morale and client satisfaction.</td>
<td>Employee measure and initiatives focused on de-segmenting the agency and ensuring all staff are informed all department.</td>
</tr>
</tbody>
</table>

#### External Assessment

<table>
<thead>
<tr>
<th>Topic</th>
<th>Issues</th>
<th>Option to Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political</td>
<td>• Cuts in federal funding.</td>
<td>Develop fund diversification plan with focus on introducing new revenue sources/streems to the agency.</td>
</tr>
<tr>
<td>Social</td>
<td>• Panhandle is very rural and service delivery is oftentimes very difficult.</td>
<td>Create partnership opportunities with other organizations to extend the reach into the rural areas of</td>
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</tr>
<tr>
<td>the service region.</td>
<td>Implement a plan to establish a more full-time, full-service environment at all PCS service centers.</td>
<td></td>
</tr>
<tr>
<td>Social</td>
<td>• PCS has a history and reputation of not partnering with other organizations within the region. Employ strategies focused on partnership and engagement with area organizations to expand services and the reach of PCS.</td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td>• Due to the rural nature of the Panhandle, interoffice and staff/client access can oftentimes be limited. Establish ways to automate services and create technologies throughout the region that enables efficient access between agency officials and clients.</td>
<td></td>
</tr>
</tbody>
</table>
SUMMARY OF CORE FUTURE STRATEGIES

PCS has developed the following five core strategies as a result of the agency’s needs assessment and strategic planning process.

**Operational Excellence**
PCS will implement processes that ensure all resources are leveraged and efficiently used; people are properly trained, competent and paid a competitive wage; and, all services, programs and other offerings are valid, high level and effective.

**Expanded Client Development**
PCS will continue working to integrate as many services as possible along with appropriate community resources with family development programs to accurately identify client issues and provide case management for the development of solutions, goals and pathway to self-sufficiency.

**Collaboration**
PCS will focus on collaborative efforts with other organizations and individuals to address identified needs and challenges of low-income populations; ensure no replication of services; and, serve as a catalyst for other agencies to extend their reach into the Panhandle.

**Results**
PCS will develop processes and measurement tools to actively gauge the progress of all agency programs and activities in order to ensure true results are being made toward the mission of bringing low-income families and individuals into self-sufficiency.

**Resource Development**
PCS will work to develop new and enhance existing resources with direct relation to programs, services, partners and financial sources.
GOALS, OBJECTIVES AND PERFORMANCE INDICATORS

GOAL 1
Create pathways for low-income people into livable wage occupations.

Primary Responsibility
Family Services

Support Responsibility
HUD, Housing Services, Transportation, RSVP and VISTA

Objective
- Ensure families are educated through formal education and basic life skills to position themselves for advancement.
- Break families from their current norm and be an advocate for change.

Strategies & Target Dates
2016 - In partnership with Workforce Solutions and area colleges and Universities, create and implement pathways to success training/education focused on development of low-income people to obtain employment in regional high demand occupational fields.

Outcome Measure
80 of 120 clients participating in education and training pathways successfully complete training, obtain and maintain employment paying a living wage.

Output Measures
120 clients will be engaged to participate in education and training pathways programs.

GOAL 2
Create increased access in low-income communities to healthy and nutritious food as well as educate low-income people about food budgeting, preparation and healthy eating habits.

Primary Responsibility
VISTA

Support Responsibility
Family Services

Objective
- Break families from their current norm and be an advocate for change.
- Create resources and develop partnerships that ensure access to education, health care, food, recreation and services focused on self-sufficiency.

Strategies & Target Dates
- 2016, Quarter 2 – Collaborate with food pantries, distribution cooperatives and other organizations for the development of VISTA sub-sites and other partnership opportunities to implement solutions for identified gaps as well as create food-training opportunities throughout the region. Use existing PCS service center locations as feeding points throughout the region. Distribute surveys to establish before and after training baselines to gauge progress in food education and access.
- 2017-2020 - Develop three community gardens per year as a model for solutions to food supply.

Outcome Measure
30% of participants completing food training will increase their knowledge of food budgeting, preparation and healthy
eating habits.

**Output Measures**
- 60 low-income people will complete food budgeting, preparation and healthy eating habits training.
- 300 low-income people will have increased access to high quality and nutritious foods.

**GOAL 3**
Expand Panhandle Community Services Rural Transit services to address existing service gaps specifically related to employment and education.

**Primary Responsibility**
Transportation

**Support Responsibility**
Family Services

**Objective**
Create resources and develop partnerships that ensure access to education, health care, food, recreation and services focused on self-sufficiency.

**Strategies**
- 2015, Quarter 4 - Identify and partner with regional transportation providers and begin working together to identify and provide solutions that address gaps in service related specifically to access to work and school.
- 2016, Quarter 1 - Engage area educational institutions to identify and create solutions for transportation related challenges.
- 2016, Quarter 2 – Conduct meetings with potential “Transit to Work” employers to identify opportunities to partner.

**Outcome Measure**
6 new transit to work and education routes will be established throughout the Panhandle.

**Output Measure:**
- 250 unduplicated clients will receive affordable transportation to and from work and/or school.
- PCS will expand transportation services in the area so that 350 workers and students will have increased access to low-cost transportation for work and school if necessary.

**GOAL 4**
Develop a life skills university to change behavior and break the current norms of low-income people.

**Primary Responsibility**
Family Services

**Support Responsibility**
Agency-Wide

**Objective**
- Ensure families are trained through formal and basic life skills education to position themselves for advancement.
- Break families from their current norm and be an advocate for change.

**Strategies and Target Dates**
- 2016 - Assemble a Life Skills Education Team, hold 3 client focus groups and review all evidence models of life skills education.
- 2016 - Develop the method(s) of education delivery, set of outcome measures, draft education curriculum and hold client focus groups regarding curriculum.
- 2016, Quarter 3 - Train facilitators and test curriculum at 3 separate service areas.
- 2017, Quarter 4 – Implement for the entire service region.

**Outcome Measure**
300 of 1,200 clients will graduate from the Life Skills University and begin working with Family Development Specialists to begin the process of transitioning off of services and other assistance programs.

**Output Measure**
1,200 will enroll and receive training at the Life Skills University.

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**GOAL 5**
Educate low-income people about homeownership and offer opportunities to transition from renter to homeowner. Develop a homebuyer education program and become established as a 1st time homebuyer down payment assistance resource/center.

**Primary Responsibility**
HUD

**Support Responsibility**
Development and Housing Services

**Objective**
- Create safe and healthy environment for families to live.
- Break families from their current norms and be an advocate for change.

**Strategies and Target Dates**
- 2016 – Develop a homebuyer education program in conjunction with existing PCS family development programs and become established as a 1st time homebuyer down payment assistance resource/center. Identify potential funding resources through grants (foundation and government) and other funding streams. Create before and after surveys to establish baselines for results of educational activities.
- 2016 – Engage in partnerships with area lenders, realtors and other housing organizations to identify creative ways to engage potential 1st time homebuyers and to develop referral resources for the program, once established.

**Outcome Measure**
- 30% of participants completing home training will show increased knowledge about homeownership and proper home maintenance.
- 30 1st time homebuyers will be assisted in the purchase of a home.

**Output Measure**
150 clients will enroll in Family Development Services (FDS) and Family Self-Sufficiency (FSS) programs to begin the process of becoming 1st time homebuyers.

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**GOAL 6**
Create access to healthcare in medically underserved areas of the Panhandle.

**Primary Responsibility**
Development
Support Responsibility
Executive Director

Objective
Create resources and develop partnerships that ensure access to education, healthcare, food, recreation and services focused on self-sufficiency.

Strategies and Target Dates
- 2015, Quarter 4 – In partnership with WTAMU finalize business plan for a mobile medical clinic called “Medibus” to screen, identify, refer and educate are residents of medically underserved areas. Identify physicians, healthcare organizations and other potential stakeholders that will be engaged to optimize services offered. Establish baseline tabulation methods to test impact of Medibus in the region.
- 2016, Quarter 2 - Implement fundraising plan that includes grant applications (foundation and government), corporate sponsorships and private donations.
- 2016, Quarter 3 – Launch Medibus in select regions that are the most medically underserved.
- 2017, Quarter 1 – Full implementation into the region.

Outcome Measure
40% of patients using Medibus will show increased knowledge about healthy living, will be connected with appropriate healthcare providers and indicate better overall health.

Output Measure
- 1,000 patients will be screened, educated and referred to area healthcare providers.
- 25,000 low-income, Panhandle residents will have increased access to healthcare

GOAL 7
Strengthen and expand Health education and enrollment programs to educate how to obtain and use health insurance.

Primary Responsibility
Family Services

Support Responsibility
Agency-Wide

Objective
- Ensure families are directed through formal and basic life skills education to position themselves for advancement.
- Break families from their current norm and be an advocate for change.
- Create resources and develop partnerships that ensure access to education, healthcare, food, recreation and services focused on self-sufficiency.

Strategies and Target Dates
Q4, 2015 and Ongoing – Conduct multiple health care education sessions throughout the entire region to engage low-income and minority groups in the Panhandle to educate them about the importance of, and how to obtain, health insurance. Establish baseline tabulation methods to measure impact of educational activities in the region.

Outcome Measure
- 4,500 Panhandle residents will obtain health insurance (public or private).
- 40% of participants in health education training will show increased knowledge about available enrollment programs and how to obtain and use health insurance.

Output Measure
6,000 Panhandle residents will be educated about the importance of, and how to obtain, health insurance.
GOAL 8
Bring together area individuals and organizations in conversation with specific focus on 5 high-risk life areas (Life Skills, Food, Income, Employment and Healthcare) to expose the realities of poverty and develop solutions to alleviate poverty in the Panhandle.

Primary Responsibility
VISTA

Support Responsibility
Family Services and Development

Objective
- Develop and foster meaningful relationships/partnerships with other agencies focused on the advancement of the low-income and impoverished.
- Create a true understanding of poverty. Develop a recognition that poverty exists within every community and foster an authentic, compassionate approach to creating opportunity to those experiencing it.

Strategies and Target Dates
- 2015, Quarter 4 – Establish a committee comprised of area non-profits and leaders to organize an annual solutions summit with focus on 1 of the 5 high priority at-risk life areas.
- 2016, Quarter 3 and Ongoing – Conduct an annual Solutions Summit focusing specifically on 1 of the 5 high-risk life areas. From the event, develop a solutions plan based on the discussion and implement the plan throughout the region. Establish baseline tabulation methods to gauge impact in the region.
- 2016, Quarter 4 and Ongoing – Develop and implement educational campaigns through speaking engagements, online interaction, quarterly quadrant events, all forms of media and other communication avenues to educate area communities about the realities of poverty and solutions being implemented to address them.

Outcome Measure
- 50 strategic alliances, 100 formal partnerships and 250 networking relationships will be developed between area non-profits, faith-based entities, public & private organizations, individuals and other agencies with specific focus on at risk life areas facing low-income families in the Panhandle.
- 30% of people helped through partner organizations as a result of the solutions plan will indicate advancement/enhancement in applicable high-risk life areas.

Output Measure
1,000+ area non-profits, faith-based entities, public & private organizations, individuals will be engaged in conversation about the realities of poverty in the Panhandle.

GOAL 9
Expand access to, and availability of, safe and affordable housing throughout the Panhandle.

Primary Responsibility
Housing Services

Support Responsibility
Agency-Wide

Objective
Create safe and healthy environments for families to live.

Strategy
- 2016, Quarter 2 - Research and apply for funding opportunities through TDHCA HOME and Bootstrap grant programs to expand existing housing services, and to introduce development opportunities in areas where
housing is limited and/or substandard. Research and apply for additional funding opportunities through other foundation and government grant programs.

- 2016, Quarter 4 – Obtain status as a Community Housing Development Organization (CHDO).
- 2017, Quarter 2 – Re-structure education processes for tenants and landlords of HUD housing through the PCS HUD program by preparing a written housing standards manual, conducting regular educational meeting and distributing correspondence with tips and answers to frequently asked housing standards questions.
- 2018, Quarter 2 – Complete housing development project in Tulia on PCS owned lots to be used as a pilot and replicable model for additional development opportunities in other regions of the Panhandle.

**Outcome Measure**

- Successfully renovate/remodel 50 homes through the Amy Young Barrier Removal Program and 10 homes through the TDHCA Bootstrap Program.
- Increase energy efficiency in 500 homes through the Weatherization Program and Housing Preservation Grants Programs.
- Build or rehab 10 homes through the TDHCA HOME Program.
- Develop new safe and affordable housing for 45 families throughout the region.

**Output Measure**

2,000 Panhandle residents throughout the region will be impacted by PCS housing programs and will have safer and affordable housing.

**GOAL 10**

Introduce new VISTA opportunities into the region that directly address high-risk life areas in the Panhandle (Life Skills, Food, Income, Employment and Healthcare).

**Primary Responsibility**

VISTA

**Support Responsibility**

Agency-Wide

**Objective**

Develop and foster meaningful relationships/partnerships with other agencies focused on the advancement of the low-income and impoverished.

**Strategies and Target Dates**

- 2016, Quarter 2 and Ongoing – Identify and engage area organizations who have initiatives focused on 1 of the 5 high risk life areas to become established as VISTA sub-sites.
- 2019, Quarter 1 – Implement a VISTA project to develop a clearinghouse resource to enable area non-profits to be more knowledgeable about services clients are using and to create better effectiveness, eliminate duplication of services and provide better overall reporting data for the region.

**Outcome Measure**

Develop 10 partner sub-sites and introduce 20 new VISTAs into the region.

**Output Measure**

500-1,000 area organizations will be introduced and educated about the VISTA Program.

**GOAL 11**

Decrease reliance on state and federal grant dollars and introduce new revenue streams through increased program revenues, donor development, foundation grants and social enterprise.

**Primary Responsibility**

Development & Finance
Support Responsibility
Agency-Wide

Objective
Establish a strong and accurate reputation throughout the service region as an agency truly focused on the development of its clients.

Strategies and Target Dates
- 2015, Quarter 4 and Ongoing – Implement development plan to create better exposure and visibility in the region and establish active donor development initiative.
- 2016, Quarter 1 and Ongoing – Actively research and identify foundation grant opportunities.
- 2016, Quarter 2 – Develop an employee innovation incentive program called “Bright Ideas” to promote the development of social enterprise opportunities.

Outcome Measure
Achieve 15% (Program/Foundation/Donor)/85% (State/Federal) fund diversification.

Output Measure
Introduce $250,000 - $500,000 to the agency through foundation grants, program revenues, private donors and social enterprise. Reduce reliance on government grants and give the agency independence in program creation and delivery.

GOAL 12
Ensure employees are adequately trained and maintain necessary skills to perform their respective job functions.

Primary Responsibility
HR

Support Responsibility
Agency-Wide

Objective
- Establish an environment/culture that is focused on providing the best customer service to clients.
- Establish a strong and accurate reputation throughout the service region as an agency truly focused on the development of its clients.
- Establish buy-in within the organization.

Strategies and Target Dates
- 2015, Quarter 4 – Establish an employee development committee to gauge and have direct oversight of agency-wide staff development. Establish baseline tabulation methods to gauge overall development of employees.
- 2016 and Ongoing – Conduct three all-staff day events annually with focus on continued assessment and development of staff.
- 2017, Quarter 2 – Identify and engage area educational institutions to review options to facilitate all or portions of employee development training.
- 2017, Quarter 4 – Create a PCS University focused on the enhancement of knowledge, training, skill and expertise of employees.
- 2017-2020 – Establish pay scales and compensation structures that are competitive within respective job fields.

Outcome Measures
- 50 of 100 employees will attain additional skills, degrees, certificates and/or credentials from PCS University and other employee development initiatives.
- Increase employee morale by 25%.
- 50% of employees receiving training through PCS University will indicate increased knowledge and confidence as it relates to their job and the agency as a whole.

**Output Measures**
100 employees will receive training through PCS University and other employee development initiatives.

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**GOAL 13**
Increase agency process efficiency to better serve clients and leverage existing financial and human capital resources.

**Primary Responsibility**
IT

**Support Responsibility**
Executive Director and HR

**Objective**
- Establish an environment/culture that is focused on providing the best customer service to clients.
- Establish a strong and accurate reputation throughout the service region as an agency truly focused on the development of its clients.

**Strategies and Target Dates**
- 2015, Quarter 4 – Evaluate, explore and create technology systems and programs to identify gaps and priority needs in order to increase automation and efficiency within the agency. Create baseline tabulation methods to gauge efficiency as it relates to client interaction and overall use of resources.
- 2016, Quarter 4 – Remodel and rehabilitate central office to provide a modern, clean and safe environment for staff and constituents of the agency.
- 2016, Quarter 4 – Evolve all systems and procedures to a complete paperless system.
- 2016, Quarter 4 – Establish automated, electronic client intake processes.
- 2020, Quarter 4 – Establish full-time, full-service operations at all Panhandle Community Services service centers.

**Outcome Measure**
Increase client intake processing efficiency by 25% and increase resource usage efficiency by 15%.

**Output Measure**
PCS will be enabled to increase its customer base by a minimum of 10% while achieving the above referenced outcome results.

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**GOAL 14**
Expand volunteer pools and stations to meet the needs of the region and its agencies.

**Primary Responsibility**
RSVP

**Support Responsibility**
Agency-Wide

**Objective**
Develop and foster meaningful relationships/partnerships with other agencies focused on the advancement of the low-income and impoverished.

**Strategies and Target Dates**
- 2015 and Ongoing – Provide presentations at various organizations and social clubs to educate about the RSVP program.

- 2015 and Ongoing – Identify, recruit and train RSVP ambassadors in Panhandle counties to be a local representative and recruiters for volunteers in their respective communities.

- 2016 and Ongoing – Work with area RSVP stations and other organizations to host quarterly events in the Panhandle with a focus on establishing new volunteers in the region.

- 2016, Quarter 4 – In partnership with Hands On Amarillo, hold a region-wide volunteer fair that brings together area non-profits with prospective volunteers.

**Outcome Measure**

- Create a reserve of 1,500+ RSVP volunteers and establish 15 new RSVP stations.
- Expand the RSVP coverage from 12 counties to 26.

**Output Measure**

Engage 60 non-profit organizations through the utilization of additional volunteers.

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**GOAL 15**

Prepare agency to meet all CSBG standards of excellence and obtain the "Pathways to Excellence" endorsement from the Community Action Partnership.

**Primary Responsibility**

Executive Director

**Support Responsibility**

Agency-Wide

**Objective**

- Establish an environment/culture that is focused on providing the best customer service to clients.
- Establish a strong and accurate reputation throughout the service region as an agency truly focused on the development of its clients.

**Strategies and Target Dates**

- 2015, Quarter 4 – Establish a board committee charged with the task of providing oversight of the “Pathways to Excellence” credentialing process.
- 2015, Quarter 4 - Review new super circular regulations against current policies and develop priority list and implementation plan that will ensure full agency compliance and sufficient staff training.
- 2016, Quarter 2 – Work with consultants to establish and implement plan to develop required portfolios for credentialing.

**Outcome Measure**

PCS will achieve “Pathways to Excellence” endorsement from the Community Action partnership.

**Output Measure**

Overall functionality of the agency will improve.

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**GOAL 16**

Re-Develop/Re-design and expand current client developmental programs and efforts with specific focus on bringing clients into self-sufficiency.

**Primary Responsibility**

HUD

**Support Responsibility**
Family Services

Objective
- Create an environment focused on providing the best customer service to clients.
- Establish a strong and accurate reputation throughout the service region as an agency truly focused on the development of its clients.

Strategies and Target Dates
2016 – Fully integrate FIT and FDS programs. Procure funds for and establish a Family Self-Sufficiency (FSS) Program. Identify other opportunities to expand client development programs.

Outcome Measure
30 of 96 families graduated through developmental programs will establish self-sufficiency.

Output Measure
Work with 96 unduplicated, current and new families through developmental programs.
The PCS strategic plan will be publicly released at a press conference scheduled for September 24, 2015. The official implementation date of the strategic plan is set for October 1, 2015, a date that will be congruent with the agency’s CAP Plan.

All Department Managers have developed action plans for each goal for which his/her department is responsible. The action plans lay out specific activities to be implemented within prescribed timeframes in order to assure goals are attained and also to maintain accountability for all responsible parties. All managers will work closely with the Executive Director and board of directors to develop 90 day (3 month) work plans that lay out short term activities each manager will pursue in accordance with designed action plans. This will ensure progress and goal attainment.