GREATER EAST TEXAS COMMUNITY ACTION PROGRAM

STRATEGIC PLAN

2022-2027

www.get-cap.org

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INTRODUCTION

Greater East Texas Community Action Program (GETCAP) is a nonprofit, social service agency that covers thirty- one counties in East Texas. GETCAP is composed of several different programs, Head Start (in six counties), Energy Assistance (in twenty counties), Project Turn Around GED Program (in one county) and Weatherization (in thirty counties). With its massive service area, GETCAP covers a great deal of rural counties in East Texas.

GETCAPs mission is: GETCAP provides a variety of services that advance the self-sufficiency and general wellbeing of low- income Greater East Texas households, through private and public partnerships. The agency also holds fast to the Community Action Promise, which asserts that: Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and are dedicated to helping people help themselves and each other.

The target population for the agency overall is low-income households in East Texas; specifically for Head Start it is families with children under five, for Energy Assistance it is the elderly and disabled, for Project Turn Around it is individuals without their high school diploma or GED, and for Weatherization it is households with a high energy consumption burden. The eligibility criteria for GETCAP are based on income, and the type of eligibility determinations is considered means- tested eligibility determination. For Head Start, income is not the only criteria that is considered. Other factors such as household make up, child's educational and emotional capacity are also considered. For Energy Assistance, income and need are considered for assistance. This is also the same for Project Turn Around and Weatherization. Because the service area is vast, there are several ways to apply and obtain assistance from GETCAP. Customers can make an appointment, fill out an online application, or mail in/ fax in a paper application for services.

GETCAP operates in a bureaucratic leadership style, with a clear line of authority and succession. The organization is governed by a tri part board, composed of one-part low-income individuals, one part of private partnerships, and one-part public partnerships. The governing board is responsible for the overall leadership and direction of the agency and will have the ultimate authority of the organization. The Executive Director is the figure head of the organization and is responsible for overseeing the direction and the everyday operations of the organization.

The office of Executive Director is accountable to the governing board and must ensure that the boar is kept informed of the agency's activities, outputs, and outcomes. The Chief Financial Officer is responsible for the financial wellbeing of the organization. The CFO is accountable to the Executive Director and is required to ensure that the finances of the agency are not only in state and federal compliance, but also must ensure that the agency is financially well rounded and can account for the expenditures of each department. The Head Start Director, Energy Assistance Division Director and the Weatherization Coordinator are responsible for the maintenance of each individual departments, maintaining compliance with state and federal funding requirements and supervision of the front-line staff.

1. EXECUTIVE SUMMARY

Greater East Texas Community Action Program (GETCAP) is a private non-profit corporation established in 1965 to offer a variety of programs and services to assist low-income individuals and families. Individual programs are designed and implemented to address specific problems, but the combined programs provide a broad base of support for the residents of seventeen counties in East Texas who are served by the agency. The counties include Nacogdoches, Angelina, Polk, Houston, San Jacinto, Trinity, Walker, Rusk, Cherokee, Smith, Wood, Gregg, Hardin, Liberty, Galveston, Jefferson, Orange, Chambers, Tyler, Newton, Jasper, San Augustine, Sabine, Shelby, Panola, Harrison, Anderson, Henderson, Kaufman, Van Zandt, and Upshur.

The 2022 Strategic Plan, developed by Greater East Texas Community Action Program (GETCAP)serves as the guide to fulfilling the agency's mission and holding staff accountable for reaching the long-term goals that were developed through our strategic planning and subsequently approved by the Board of Directors. The Strategic Plan followed, and was developed from, GETCAP's Community Needs Assessment, which was approved by the Board of Directors. This needs assessment included county statistics, client and stakeholder input, and an extensive data analysis, and identified these five areas of greatest need:

1. Safe and Affordable Housing/ Rental Assistance
2. Transportation
3. Food Insecurity
4. Living wage jobs
5. Education and Job Skills Training

A SWOT analysis was performed, and from that, long-term goals and objectives were developed; the results of the community need assessment, which listed the unmet needs in our service area, were also considered. Based on this work the following goals were developed: The findings of this assessment concluded that there are several pressing needs that plague the induvial and families of GETCAP's service area, but the most reported five were: rental assistance, transportation, food insecurity, living wage employment, and education.

STRENGTHS
- Community Partnership
- Social Media
- Funding
- Long-Term Employees
- Mobil Unit
- Remote Working
- Diverse Staff
- 13 Remote Locations
- Fulltime Grant writer

OPPORTUNITIES
- Maximizing local resources
- Networks & organizations enable for knowledge transfer
- Board, Staff, & Community engagement
- Leveraging gaps in services
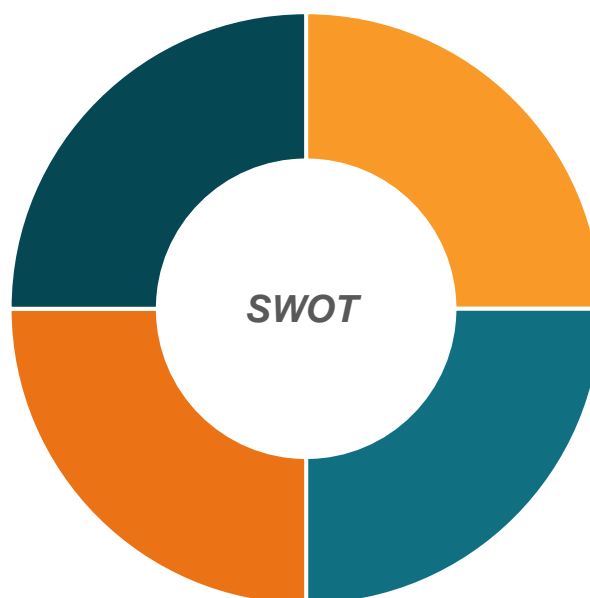
WEAKNESSES
- Marketing
- Staff Retention
- Underpaid Staff
- Vulnerability to economic crisis
- Minimal on-site supervision at remote location
- Communication

THREATS
- Vulnerable to economic crisis.
- Competition from other nonprofits with similar goals.
- Staff Retention/Loss of key staff/Lack of skilled and motivated workers.
- Communication
- Social Media

2. STRATEGIC PLANNING

Strategic Planning Process

The organizational standards ensures that all eligible CSBG entities have the appropriate organizational capacity to be effective administrators of the programs to provide services to low-income individuals and families. The information gathered via the required reporting will promote accountability and performance management in individual agencies. Strategic Planning is one of the nine organizational standards categories; five of the 58 standards deal directly with strategic planning:

> **Standard 6.1.** The organization has an agency-wide strategic plan in place that has been approved by the governing board within the last five 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 on progress meeting the goals of the strategic plan within the past twelve months.

GETCAP's strategic plan illustrates the continuous use of the full Results Oriented Management and Accountable (ROMA) cycle, comparable system assessment, planning implementation, achievement or results, and evaluation. As a recommend Best Practice, the development, implementation, and maintenance of an agency's strategic plan should be overseen by a National Certified ROMA Implementer (NCRI).

The following illustration shows the ROMA cycle, where each phase leads logically into the next one, until the cycle is complete and starts again.
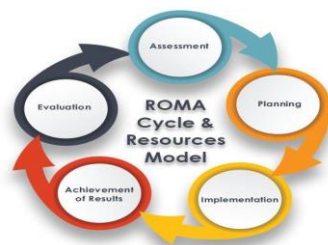
The ROMA Cycle is a graphic representation of IM 49 created for "Planning for Results" ©2006, B. Mooney and J. Hakopic, National ROMA Training Project, Association of Nationally Certified ROAM Trainers, with funding from the US Department of Health and Human Services – Office of Community Services. See www.tdhca.state.tx.us/community-affairs/csbg/ROMA-index/htm

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Organizational Standard 4.3

3. SUMMARY OF COMMUNITY NEEDS ASSESSMENT

To examine GETCAP's service area in its entirety, a mixed method, research study was conducted, which included collecting both qualitative and quantitative data, which was used to analyze and determine the most prominent need of the service area, causes and conditions of poverty, and gaps of service relating to the service area. GETCAP serves thirty-one counties in East Texas, spanning from Kaufman County, Texas, all the way down to Orange County, Texas, and all in between. Because of the massive service area, it is vital to utilize a mixed methodology research method to ensure a complete and comprehensive study is conducted. All data collected will be attached to the appendices of this report.

The qualitative information utilized during this research study included information from several sources. These sources included:

- Key informant interviews, which consisted of interviews from the public partnership sector, private partnership sector and the low-income sector
- Focus groups, which were conducted both virtually and face to face in four main counties of the GETCAP service area- Nacogdoches (virtual), Smith (virtual), Gregg (face to face), and Wood.
- Case Manager/ Front Line Staff Qualitative Surveys
- Administration Surveys
- GETCAP Board Member Interviews
- Elected Official Interview

The quantitative data information unutilized during this research study included I information from several sources. These sources included:

- Community Commons Data
- Engagement Cares Data
- USA Census Bureau
- Texas Work Force Unemployment Data
- Data USA
- Customer Quantitative Surveys

Due to the COVID-19 pandemic, and the social distancing requirements that have been put in place, virtual methods of collecting data were preferred. This preference was realized by the utilization of online surveys, virtual meetings, and virtual community forums, and virtual and phone call key informant interviews. Key informant interviews were also conducted via email.

Results
Some of the top needs represented in the data were:
- Transportation, lack of nutrition, access to safe and affordable housing, access to affordable health care, education and job training assistance, lack of broad band access, community resource collaboration, help with utilities, home repair help, broad band/ internet and emergency assistance.
- While we are still compiling and analyzing the data, the following list the first draft of the top 5 needs

1. Lack of transportation
2. Lack of education
3. Help with rental/ utilities
4. Living wage employment
5. Lack of nutrition

1. PURPOSE, PROCESS, & PARTICIPATION

From the beginning of the strategic planning process, GETCAP wanted to continue with it's mission by providing a variety of services through our public and private partnerships to low-income individuals. Due to the COVID-19 pandemic, and the social distancing requirements that have been put in place, virtual methods of collecting data were preferred. This preference was realized by the utilization of online surveys, virtual meetings, and virtual community forums, and virtual and phone call key informant interviews. Key informant interviews were also conducted via email. The planning and process was completed with our staff, our board, community partners, and our customers.

2. MISSION, VISION, VALUES

MISSION:

GETCAP provides a variety of services that advance the self-sufficiency & general well-being of low-income East Texas households, through private & Public partnerships.

VISION:

The vision of Greater East Texas Community Action Program is that low income people will have the tools, skills and power to live a productive life in rural east Texas.

VALUES:

Accountability: GETCAP is committed to being accountable and transparent for all funds and compliant in all programs. We will be a good steward of all available resources.

Integrity: We expect the highest standards of personal & professional ethics of our staff, and board. We are trusted by those we serve because of the example we live.

Respect: We affirm the basic human needs, rights, desires, and strengths of everyone we serve. We serve with pride and reflect commitment to our communities. We celebrate diversity and individuality while striving for harmony through teamwork.

Excellence: We promote creativity and innovation. Continuous quality improvement is always sought in an ever-changing environment. Innovation and efficiency are encouraged.

[3] Org Standard 4.1: The governing board has reviewed the organization's mission statement within the past five years and assured that: (1) The mission addresses poverty; and (2) The organization's programs and services are in alignment with the mission.

3. POVERTY

After an analysis of both qualitative and quantitative data, the following causes of poverty were identified. For clarity, "cause of poverty" is defined as a social, economic, or political factor that contributes to poverty.

- Anderson
    - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Anderson County. The number of individuals over 25 without a high school diploma is 18.66% of the population. This number is exceeding both the state (16.31%) and the national (12%) percentage.
- Angelina
    - Based on both the qualitative and quantitative data, the causes of poverty in Angelina County appear to be lack of transportation, lack of education, lack of income, lack of job growth, lack of food, and lack of housing. There are members in the community who have difficulty accessing resources in the area because there is not a sufficient transit system which prevents individuals from obtaining resources that are available in the area. There are agencies in the area that can provide food, but transportation seems to be the main reason as to why someone is not able to utilize that resource. There has also been a decrease in job growth which has caused more homelessness in the area. An individual in the area may have to wait several months or even years to qualify for housing because of the waiting list. There also appears to not be a sufficient wage for those who are living below the federal poverty line preventing individuals from being able to meet their basic needs.
- Chambers
    - Based on both the qualitative and quantitative data, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Chambers County. In Chambers County, the idea of poverty has negative stigmas attached to it. There are individuals in the county that wish to conceal the fact that "poor" people live in the county. This denial of poverty causes further, cyclitic poverty, because to eradicate a thing, it must first be addressed.

- Cherokee
    - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, lack of education, public apathy to the poor, access to health care, access to mental health care, generational cycles of poverty, and multigenerational households are causes of poverty in Cherokee County. The number of individuals over 25 without a high school diploma is 17.17% of the population. This number is exceeding both the state (16.31%) and the national (12%) percentage.

- Galveston
  - Based on both the qualitative and quantitative data, the lack of higher education, lack of economic development in the area, natural disasters such as hurricanes, generational cycles of poverty, and multigenerational households are causes of poverty in Galveston County.

- Gregg
  - Based on both the qualitative and quantitative data, substance abuse, lack of education, lack of employment opportunities, lack of transportation, and low wage employment were some of the major causes of poverty in Gregg County.

- Hardin
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Hardin County.

- Harrison
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Harrison County.

- Henderson
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Henderson County.

- Houston
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, substance abuse, increased high school dropout rate, lack of ex-offender employment opportunities are causes of poverty in Houston County.

- Jasper
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Jasper County.

- Jefferson
  - Based on both the qualitative and quantitative data, the lack of education, lack of economic development in the area, natural disasters such as hurricanes generational cycles of poverty, and multigenerational households are causes of poverty in Jefferson County.

- Kaufman
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Kaufman County.

- Liberty
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Liberty County.

- Nacogdoches
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, lack of mental health resources, lack of healthcare and multigenerational households are causes of poverty in Nacogdoches County. Poverty is often generational. While children who have grown up in poverty don't generally want to follow in those footsteps, they also do not have the same resources that those in the upper and middle class may have. It is very difficult to break that cycle and I think that some individuals know what resources to use to live a seemingly

comfortable life while still living in poverty.

- Newton
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Newton County.

- Orange
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Orange County.

- Panola
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Panola County.

- Polk
  - Based on both the qualitative and quantitative data, lack of good jobs/job growth, social injustice (Discrimination), lack of infrastructure (Public transportation, affordable housing), affordable healthcare, and rise in cost of living, are all causes of poverty in Polk County.

- Rusk
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Rusk County. Additionally, the unemployment rate jumped from 3% to 7.6% due to closing of construction, extraction occupations. The largest and one of the highest paying jobs in the area. The jobs that are open at the present time or jobs with an average of just over $20,000 a year income; well under the average of cost-of-living expenses and

median HH income of $35,417 a year. There are more "newly poor" in the area due to the economic drop, related to the pandemic.

- Sabine
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Sabine County.

- San Augustine
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in San Augustine County.

- San Jacinto
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in San Jacinto County.

- Shelby
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Shelby County.

- Smith
  - Based on both the qualitative and quantitative data, the lack of education, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Smith County.

- Tyler
  - Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area,

generational cycles of poverty, and multigenerational households are causes of poverty in Tyler County.

- Upshur
    - o Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Upshur County.

- Van Zandt
    - o Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Van Zandt County.

- Walker
    - o Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Walker County.

- Wood
    - o Based on both the qualitative and quantitative data, the lack of education, rurality, lack of economic development in the area, generational cycles of poverty, and multigenerational households are causes of poverty in Wood County.

4. GOALS, OBJECTIVES, & PERFORMANCE INDICATORS

GETCAP has developed the following three core strategies derived from the agency's community needs assessment and the strategic planning process.

Goal 1: We will create efficient communications through our phones system.

Responsibility: The responsibility of this goal will be the program division leaders in Head Start, Weatherization, and Energy Assistance, along with the Technology Specialist.

Objective: The objective will be to create reduced long hold times, using digital channels, and seeking outside resources like virtual assistants to help optimize a business' telephone customer service.

Strategies & Target Dates: It is our plan to expand our IT Front desk services to help complete this goal. This is currently being implemented and refined and should be completed by October 2023.

Outcome Measure: 5000 of 10,000 calls will experience wait time of less than 5 minutes.

Output Measures: 5000 calls will experience wait time less than five minutes.

Goal 2: We will streamline our service area

Responsibility: The responsibility of this goal will be the program division leaders in Head Start, Weatherization, and Energy Assistance, along with the Technology Specialist.

Objective: The objective will be to purchase a second mobile unit to provide mobile service and outreach in counties where transportation is an issue.

Strategies & Target Dates: It is our plan to purchase the second mobile unit by October 2023.

Outcome Measure: 1000 of 2000 individuals will receive services through our mobile service next.

Output Measures: 1000 individuals will receive mobile service

Goal 3: We will restructure our Project Turnaround

   Responsibility: The responsibility of this goal will be the program division leaders in Head Start, Weatherization, and Energy Assistance, along with the Technology Specialist.

   Objective: The objective will be to create reduced long hold times, using digital channels, and seeking outside resources like virtual assistants to help optimize a business' telephone customer service.

   Strategies & Target Dates: It is our plan to expand our IT Front desk services to help complete this goal. This is currently being implemented and refined.

   Outcome Measure: 5000 of 10,000 calls will experience wait time of less than 5 minutes.

   Output Measures: 5000 calls will experience wait time less than five minutes.

5. NEXT STEP

For the Strategic Plan to be a livable, workable document, GETCAP staff will update, when possible, to be in the same update cycle as the community needs assessment. This will allow the most current information on community needs to be included in the strategic plan. Additionally, the Planning and Priorities Committee and the Board of Directors will receive regular updates on the identified goals and objectives and the progress that has been made in meeting them.

6.

The progress will be evaluated, and the strategies and targets updated as necessary. This strategic plan will be updated as needed.

7. APPENDICES

Addendum to Strategic Plan

Updates to the Strategic Plan

GOALS, OBJECTIVES, & PERFORMANCE INDICATORS GETCAP has developed the following three core strategies derived from the agency's community needs assessment and the strategic planning process.

Goal 1: We will create efficient communications through our phones system.

Responsibility: The responsibility of this goal will be the program division leaders in Head Start, Weatherization, and Energy Assistance, along with the Technology Specialist.

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Output Measures: 1000 individuals will receive mobile service

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Objective: The objective will be to create reduced long hold times, using digital channels, and seeking outside resources like virtual assistants to help optimize a business' telephone customer service.

Strategies & Target Dates: It is our plan to expand our IT Front desk services to help complete this goal. This is currently being implemented and refined.

Outcome Measure: 5000 of 10,000 calls will experience wait time of less than 5 minutes.

Output Measures: 5000 calls will experience wait time less than five minutes.