

Salisbury-Rowan Community Action Agency (SRCAA)

2014 Strategic Plan Status



Training & Development

Increase training opportunities for SRCAA staff.

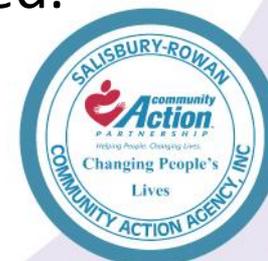
- Human Resources developed a staff training module.
- Head Start managers and supervisors received budget management training.
- Executive Director Succession Plan developed (to be approved in August/Sept. 2014).
- Teacher credentials are being monitored to ensure compliance with bachelor degree requirements.
- Staff received Excel training during staff development week.
- Training was made more efficient by bringing in trainers for School Readiness, Head Start Act, etc.
- 26 Head Start staff are CLASS reliable. (*Classroom Assessment Scoring System*).
- Youth and Family Services staffs are currently being cross-trained.
- Developed an “in-house” Leadership Training; Center Directors were trained in leadership.



Performance-Based Agency

Move the agency to a framework based on goals and targets. Create an environment of “One Agency” through collaborative training.

- Reviewed and updated job descriptions for all staff.
- Developed and implemented a performance-based staff appraisal tool.
- Head Start and Youth & Family Services staff trained together to earn the Family Development Credentials.
- Managers and supervisors received performance management training.
- Department and staff work plans are being developed.



Communication

Increase awareness of agency services for the Community, Board of Directors and staff.

- Created a new agency website.
- Consolidated and rebranded departments to help the community to better understand the services provided.
- Created new agency brochure.
- Created and implemented electronic agency newsletters.
- Completed an Employee Satisfaction Survey (to be implemented in August).
- Developed a 2013 SRCOA Annual Report.
- Developed and implemented 2014-2015 Communication Plan.
- Agency is actively engaged in social media (e.g. Facebook, Twitter and LinkedIn).
- Agency actively issues press releases and email blasts.
- In August 2014 Agency will launch an Intranet website.
- Created a new Employee Handbook.



Budgeting

Improve the agency's budget process.

- Budget process has improved with more staff being engaged.
- Head Start Centers now have their individual budgets to manage.
- Head Start managers and supervisors received budget training.



Development

Increase agency's non-government revenue.

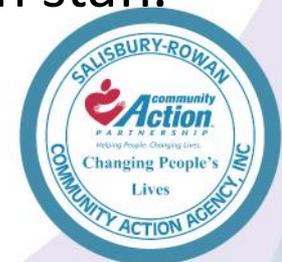
- Received a Neighborhood Initiative Grant from the Rowan County United Way.
- Received a grant from the Blanche & Julian Robertson Foundation.
- Received a grant from the Fifth Third Foundation.
- Raised funds as part of the Race 4 Change – a statewide fundraising event.
- Raised funding in support of Community Action Day.
- Received funding through the E-Rate Program, (\$59K in Year 1).
- Established the Elizabeth P. Fields and Albert “Sug” Ruff Jr. Memorial Scholarship Fund - (implementation – August/Sept. 2014).
- Implemented GiftWorks software to track donations, donors and volunteers.



Technology

Improve the agency's use of technology.

- Outsourced technology services to improve agency infrastructure and service.
- Implemented an electronic timesheet and payroll system.
- Implemented Child Plus Head Start software, (including staff training).
- Acquired Foundation Search to identify potential grant opportunities.
- Implemented GiftWorks software to manage development activities.
- Contracted with CAP60 to develop an agency-wide data management system.
- Contracted with a consultant to set up Blackbaud (accounting system) and train staff.



Employee Wellness

Promote a healthy staff and work environment.

- Created an Employee Wellness Committee.
- Implemented first Workplace Wellness Initiative – Water Challenge.
- SRCAA contracted with Mountcastle Insurance as its Benefits Consultant. A key program element is Worksite Wellness.
- HR policies and procedures allow 30 minutes per day for wellness activity.



Policy & Procedures Review

Ensure policies are reviewed annually.

- Developed a new Personnel Policy and Procedures Manual, which was approved in October 2013.
- Developed a Conflict of Interest document, which is signed annually by both staff and the board of directors.
- SRCAA Fiscal Policies were reviewed and updated.
- Agency's Procurement Policies and Procedures were revised and implemented.
- Agency's bylaws were reviewed by agency's outside counsel and revised with Board approval.



Create “One Agency” Environment

Foster unity and collaboration within SRCAA team.

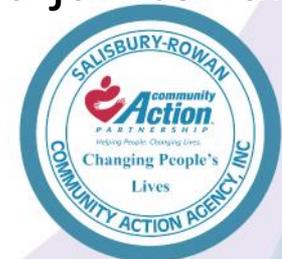
- Head Start and Youth & Family Services staff received Family Development Credential Training.
- WIA and Family Services were consolidated to create a new department: Youth & Family Services.
- Staff (all departments) collaborates to plan training agenda for staff development week (formerly called pre-service).



Transportation & Facilities

Review and analyze the following programs for implementation:

- Changed program management and oversight.
- Consolidated transportation and facilities into one area.
- Received competitive pricing for bus repairs and maintenance.
- Bus routes are being assessed and modified for efficiency.
- Salvaged vehicles that were no longer in use.
- Improved transportation record-keeping and documentation.
- Implemented ongoing program monitoring (w/documentation).
- Competitively bid janitorial supplies.



Thank You!

