



TOTAL COMMUNITY ACTION, INC.

# STRATEGIC DIRECTIONS

MOVING THE NEEDLE

2017 - 2020



## OUR MISSION

"The Mission of Total Community Action is to reduce poverty in our community through Collaboration with other agencies and by providing human services, experiences and opportunities that move persons from poverty to self-sufficiency."

## CORE VALUES

Values provide trust and appropriate behaviors needed for organizational and team success. These common set of values, build a code of conduct that can be used to guide team behavior to achieving the mission and vision.

**TEAMWORK** Foregoing individual comfort, recognition and connectivity to achieve the agency goals.

**ORIGINALITY** Encouraging and fostering creativity and uniqueness while providing solutions to our community needs

**TRUSTWORTHY** Promoting high ethics and professional standards.

**ADVOCACY** Speaking on behalf of children, youth, and families and communities to ensure inclusion and promote diversity.

**LEADERSHIP** Excelling in service to the Promise of Community Action.



Total Community Action provides life-changing services that build pathways to opportunity for individuals and families in New Orleans. TCA rejects the idea of one-size fits all solutions to poverty. We rely on diverse perspectives from the community, local, state and national voices to guide our work. We utilize evidence based approaches paired with innovation to address solutions that respond to our community needs. Our 2017-2020 strategic plan was developed with a clear vision and overarching goal, that New Orleans has viable pathways for all; and that TCA is a catalyst for ensuring that there are pathways for low income individuals and families to achieve prosperity. TCA has served as hub for this community advocacy and maximum feasible participation, for the past fifty years. "TCA is still here and still working."

**Thelma H. French**

Total Community Action, President/ CEO

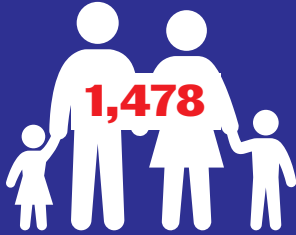
## VISION STATEMENT

New Orleans has viable pathways for all individuals and families to achieve financial stability, self-sufficiency and ultimately prosperity. TCA is the catalyst for generating community wide change to ensure that pathways provide opportunities for low income individuals and families.

## STRATEGIC DIRECTIONS

- 1 Poverty Reduction and Advocacy
- 2 Self-Sufficiency
- 3 Community Organizing and Mobilization (Maximum Feasible Participation)
- 4 Agency Capacity Building
- 5 Organization Status, Prominence

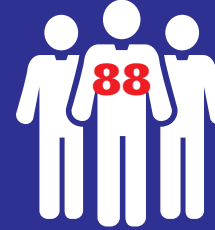




# of families in crisis receiving assistance from staff through internal supports.



# of families identified in crisis that improve their self-sufficiency status from crisis to above the prevention line.



# of completions of employment skills trainings (utilizing evidence based curriculums) who increase their status (i.e. employment, full time, benefits, salary)



# of completions of employment skills trainings and/or (bundled services) wealth building enhancements with change in status from zero to one asset measured by increase in savings, reduction in debt or increase in an acquisition asset.



# of individuals who complete employment skills trainings/enhancement (evidence based curriculums) and obtain livable wage employment as evidenced by increase in wage and wage/benefits.

# 2018 BY THE NUMBERS

# POVERTY REDUCTION AND ADVOCACY

TCA is the Disruptive Force in New Orleans intergenerational poverty, through advocacy, service provision and client outcomes.

**Goal 1: Low income families in New Orleans have viable pathways to attain and retain living wage jobs.**

## Strategies

- Advocate at all levels for policy changes that lead to greater employment opportunities for low-income individuals/families to obtain living wage jobs.
- Expand usage of evidence based best practice curriculums for un- and under-employed individuals.

**Goal 2: New Orleans has connectors to pathways out of poverty for low income families built by collaborative partnerships.**

## Strategies

- Expand partnerships with the business community to create and provide living wage career pathway opportunities for low-income families in New Orleans.
- Strengthen employment, education and wealth building support for low income individuals.

**Goal 3: TCA is an advocate for systems change to achieve policy reforms that ensure lowincome communities are not ignored, victimized or displaced.**

## Strategies

- Propose and support policy reforms and initiatives that empowers disenfranchised communities

**Goal 4: Stakeholders of TCA targeted neighborhoods are actively engaged in local, state, and national effort to end poverty**

## Strategies

- Expand the stakeholder engagement in poverty eradication in TCA targeted neighborhoods.



# SELF-SUFFICIENCY

TCA's programs and services are comprehensive, coordinated and individualized to assist participants in achieving financial stability, self-sufficiency, and ultimately economic prosperity.

## Goal 1: Individuals and families with low incomes are stable and achieve economic security

### Strategies

- Provide multiple opportunities to low-income individuals and families to receive energy assistance.
- Provide energy conservation education to TCA clients to reduce their home energy burden.
- Expand foundational skills training to individuals to obtain/ maintain stable employment
- Provide housing counseling to individuals and families in locating safe and affordable housing options
- The Number of households that increased their financial assets.
- The number of individuals enrolled in bundled services who achieved a technical or post-secondary education degrees or certificate.
- The number of individuals enrolled in bundled services who achieved a HISET or High School diploma.

## Goal 2: Low income parenting families have access to resources (health, nutrition, housing) and supports necessary to yield healthier pregnancies and births

### Strategies

- Increase and expand partnerships with other agencies to coordinate comprehensive services that support healthy pregnancies and births.
- Develop and implement a service delivery model that that supports healthy pregnancies and births for low income families.

## Goal 3: Low income children and youth have the supports and opportunities necessary to reach their full potential.

### Strategies

- Develop and implement a comprehensive children and youth program service model.
- Expand the capacity of the Office of Children, Youth and Families to fully address the needs and support opportunities for low income children and youth 0-13 years of age.
- Enhance the Total Family service model to provide opportunities for children and youth 6 and older.

# SELF-SUFFICIENCY

TCA's programs and services are comprehensive, coordinated and individualized to assist participants in achieving financial stability, self-sufficiency, and ultimately economic prosperity.

- Create opportunities for greater collaboration and partnerships with children and youth organizations that expand opportunities for children and youth in TCA's target neighborhoods.

**Goal 4: Low income individuals and families with acute needs have the supports necessary to stabilize crisis situations.**

## Strategies

- Provide resources and supports that stabilize individuals and families in emergency situations.
- Develop, enhance, and strengthen partnerships with community organizations and non-profits that support individuals and families in crisis.
- Increase and expand staff knowledge of internal supports that assist individuals and families in crisis situations.

**Goal 5: Vulnerable low-income seniors and disabled populations have the services and supports to maintain their independence and stability.**

## Strategies

- Provide a variety resources and services that support the needs of low-income seniors and disabled populations to maintain their stability.
- Expand partnerships and collaborations with senior service organizations to expand opportunities and access for seniors and disabled populations.



# COMMUNITY ORGANIZING AND MOBILIZATION

(MAXIMUM FEASIBLE PARTICIPATION)

Position TCA as the convener, connector and partnership broker for community mobilization for equity, an inclusion, racial healing.

**Goal 1: TCA is a resource and provides opportunities for low-income individuals and families through partnership with organizations and agencies to improve their communities.**

## Strategies

- Expand partnerships with community providers to assist low income families improve their communities.

**Goal 2: Low income individuals are actively engaged in creating equitable, healthy and sustainable communities.**

## Strategies

- Create opportunities for stakeholders and targeted neighbors to address their concerns and needs to elected officials regarding impoverished conditions and poverty reduction strategies.

**Goal 3: TCA's collective impact efforts support place-based change in targeted low-income neighborhoods.**

## Strategies

- Advocate for place based change and raise awareness of the social impact it has on low-income families and communities.





# AGENCY CAPACITY BUILDING

Ensure the formal integration of all TCA systems, processes and technology to enable the agency to deliver effective, accessible services with accountability.

**Goal 1: TCA's Theory of Change is driven by mission appropriate services and programs rooted in evidence-based best practices and standards.**

## Strategies

- Increase leadership team utilization of the agency and programmatic theories of change in staff development, communications and data processes.

**Goal 2: TCA staff has skills, knowledge, training and competencies, and technology to ensure high quality services and improved client outcomes.**

## Strategies

- Create an intentional system of pairing staff with cross training opportunities
- Design & implement staff digital assessment and training plan.
- Provide career pathways for entry level employees that support the obtainment of living wage opportunities
- Increase the utilization of TCA Career Development Plan

**Goal 3: TCA has a diversified funding base that supports and responds strategically to emerging needs and opportunities of the new realities.**

- Establish annual goal for the growth of the operating reserve for the agency.
- Increase the agency's social enterprise capacity to generate unrestricted income that strengthens our core operations and funds unmet community needs.
- Develop a comprehensive fund development plan that includes multiple (individual/private/foundation) giving opportunities and fundraising.
- Identify and pursue additional public funding opportunities (local/state/federal) that align and support the agency's mission.

**Goal 4: TCA fiscal integrity and operations exceeds compliance**

## Strategies

- Conduct a comprehensive risk assessment of fiscal compliance
- Enhance the implementation of the

agency-wide risk management plan.

- Test compliance benchmarks for fiscal operations.
- Develop action plan to connect and align TCA's fiscal accountabilities and program operational systems to strengthen the agency
- Building an internal infrastructure that is eco-friendly and technologically based

**Goal 5: TCA's governing bodies and leadership are knowledgeable of the agency operations and efficiently execute their responsibilities to support the agency's mission and vision.**

## Strategies

- Improve quality of all partnerships;
- Utilize board members' strategic thinking, listening, coaching and leadership presence related to economic privilege to get other community leaders inspired and motivated to take action to end poverty

# ORGANIZATION STATUS, PROMINENCE

Enhance organizational infrastructure and capacity to retain its status as a high performing community action agency.

**Goal 1: TCA's organizational process and infrastructure, partnership, and resources support the effective implementation of the TCA Theory of Change.**

## Strategies

- TCA external evaluations, grant progress reporting validate the effective implementation of the TOC.

**Goal 2: TCA is recognized as a leader in outcome based comprehensive services delivery in New Orleans, the state, and the nation.**

## Strategies

- TCA programs and services exceed compliance, as validated by performance measures and client outcomes.
- TCA is solicited or requested as presenter, consultant by industry associations

**Goal 3: TCA's organizational infrastructure (human resources management, fiscal management and governance systems) positions the agency for growth and long term sustainability.**

- TCA fully implements data driven decision making.
- TCA pursues the CAP Standards of Excellence

**Goal 4: TCA's social enterprises generate unrestricted income that support the agency's core operations, building reserves and fund unmet community needs.**

## Strategies

- TCA maintains and fiscal audit status of compliance.
- TCA expands its development ACTIVITIES AND enhances its fiscal operation,

**Goal 5: TCA staffing complement and client based represent the diversity of the low income population in New Orleans.**

## Strategies

- TCA aggressively recruits and markets to diverse populations in service outreach and employment.
- TCA meets and exceeds its EOC Diversity Plan goals.





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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 we are dedicated to helping people help themselves and each other.



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