

**SOUTHEASTERN ARIZONA
COMMUNITY ACTION
PROGRAM, INC.**

**Strategic Plan
2019-2023**

**Striving to Educate Arizona
Communities Against Poverty**

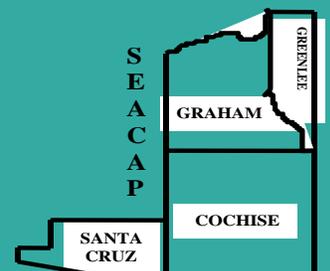


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INTRODUCTION

Southeastern Arizona Community Action Program, Inc. (SEACAP) is in the midst of an exciting time of reflection, refinement and creativity. Our strategic Planning process challenged us to consider the past, present and future of the agency. We looked at where we have been and what benefit SEACAP brings to the communities in Graham, Greenlee, Santa Cruz and Cochise counties. Planning helped us look at current trends and determine if we are meeting identified community needs. It also reinforced our shared vision of the future, reaffirmed core values, defined SEACAP priorities over the next 5 years and identified and quantified measures that will determine our success.

This plan is the result of several months of information gathering and analysis from SEACAP staff, board, community stakeholders, partners, funders and participants. That work was crucial to our self-reflection and is a product of current affairs in the world, the government, economy, Arizona and Southeastern Arizona. More than 100 people shared data and ideas regarding the needs of people with low income in our service area. The planning process produced a deliberate and proactive framework for adapting to change and assisted us in reflecting on how well we utilize resources to meet community needs. We developed a clear understanding of our mission, adjusting it to better clarify SEACAP's current and future work.

This long process was comprised of SEACAP Board and staff and completed with full input and support from the Board of Directors. A consultant kept the process focused and well-documented, gathered information from board and staff, helped identify and determine SEACAP's objectives, strategies and priorities, while staff completed research and analysis.

As SEACAP moves into the future, the plan will serve as a guide to help us alleviate the conditions of poverty in the Southeastern Arizona area. Our staff and Board of Directors will assure that this plan is followed and has built in accountability steps to ensure progress.

We would like to extend our gratitude to external and internal partners for their considerable time and effort to help ensure the quality and depth of this Strategic Plan.

HISTORY

Southeastern Arizona Human Resources Council, Inc. (SEAHRC), a community action program, started on August 2, 1977 as a private, non-profit social service agency providing services in 4 counties in Southeastern Arizona. As a community action program, federal regulations require a tripartite Board of Directors. One-third must be democratically selected from representatives of low-income individuals and families who reside in the geographic area being served by the Agency. The remaining two-thirds of the Board are made up of representatives from the public and private sectors.

The administrative office was originally located in Santa Cruz County, but was moved to Graham County in January 1983. During its first years, the agency's emphasis was on direct service to people with low income. Among the programs administered were: energy assistance, rental assistance, weatherization, transportation, commodity food distribution and food bank box distribution.

Throughout the 1980s and 1990s, SEAHRC formed strong bonds with several Community-based organizations and was instrumental in the early development of affordable housing, grassroots organizing and neighborhood empowerment efforts.

In June, 2002, Southeastern Arizona Human Resources Council, Inc. (SEAHRC) changed its name to Southeastern Arizona Community Action Program, Inc. (SEACAP), to serve as an effective advocate for community action and to provide training for community action staff to provide a holistic approach to the myriad of issues that families living with poverty face on a daily basis.

SEACAP works with many community partners and organizations, including: residents, businesses, non-profit organizations, faith communities, government entities, and multiple anchor institutions in education and health care. Recognizing that many services already exist in the 4 counties to address the effects of poverty, SEACAP's Board of Directors decided to address poverty using high-impact strategies. This approach led to programs that strengthen economic security, supporting families and working to change public policy. SEACAP programs are designed to help families and individuals increase their income and assets to become more economically self-sufficient.

SERVICE AREA (County Profiles)

Graham County:

Formed in 1881, Graham County was created from parts of Apache and Pima counties. The county measures 4,630 square miles, of which 22 square miles are water. This county was named after the 10,516 foot Mount Graham, the highest peak in the area. Graham County's early history was one of exploration rather than settlement – there were no notable Spanish or Mexican communities. Most of its inhabitants were Apaches. Graham County is mostly high desert plains surrounded by the Gila, Pinaleno, Galiuro and Santa Teresa Mountains. The three incorporated communities of Safford, Thatcher and Pima represent the principal center of population and economic activity in the County. While agriculture has traditionally been a mainstay of the region, it has evolved to also become a center for light industry as well as the retail and service hub in Southeastern Arizona. Recent population and economic growth is associated with the Freeport McMoRan, Inc. mine expansion and emergence as a regional shopping and services center.

The population for Graham County is at 37,466 for 2017, an increase of 1.0% from 2010. The racial composition is White (79.3%), African American (2.5%), Native American (16.0%), Asian or Pacific Islander (.8%), Other (1.4%) with 42.5% having Hispanic Heritage. The age distribution among Graham County residents includes 7.4% under 5 years of age, 27.3% from 5-18 years of age, 49.5.4% from 19-64 years of age, and 15.8% age 65 or above with the median age being 42. The median household income in Graham County is \$ 47,422, an increase of 4.5% from 2011. Of the Graham County population, 8,579 or 22.9% live below the federal poverty line while the state's 16.4% of its population live below the federal poverty line. The Graham County 2017 unemployment rate is 5.6% which is higher than the state's rate of 5.1%. 18.2% of the population in Graham County speaks languages other than English in their homes. There is an average of 5 to 7 people living in a household, an increase of 17.3% from 2011 when there was an average of 3 to 4 people living in a household. With the economy getting worse, families are starting to live together to be able to meet their daily basic needs. Earnings per employee, a proxy for productivity, were \$17,710 in Graham County in 2017 – 25.50% less than the national and state average and third lowest of the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 34.5% is lower than the national average of 59.6% and the state average of 39.5% and fifth highest of the Arizona counties. Among the factors contributing to the low employment was the high share of the population that is under the age of 18.

Greenlee County:

Greenlee County, Arizona's 14th county, was created from the eastern part of Graham County by an act of the 25th territorial assembly on March 10, 1909. There was great resistance to the formation of this new county because Graham County would lose considerable revenue. The County was named after Mason Greenlee, an early day mining man. The County is 120 miles long, 20 miles wide and covers 1,837 square miles. The topography consists of high mountain ranges, river valleys and desert terrain. The famed Coronado Trail (U.S. 191) twists and turns 117 miles from Clifton (elevation 3,466) north to Springerville in Apache County (elevation 6,856) and affords breathtaking, panoramic views. Copper ore was discovered in the Clifton area in 1869 and claims and mines were established two years later. By 1918, most of the early copper mines – The King at Metcalf, the Longfellow claim near Clifton and the Shannon Copper Company holdings at Morenci – had been absorbed by the Arizona Copper Company. Later, the Arizona Copper Company was purchased by Phelps Dodge Corp., which had developed its own mining and smelting interests in Morenci. In 2007, Phelps Dodge was acquired by Freeport McMoRan, which remains a major employer in the county. Apache National Forest in the northern half of the county is home to deer, elk, antelope and bear. Hannagan Meadow (at 9,092) and the Blue Range Primitive Area are popular for hunters and campers. Points of interest in Greenlee County include but are not limited to the following:

The population for Greenlee County is at 9,455 for 2017, an increase of 8.92% from 2010. The racial composition is White (90.6%), African American (2.1%), Native American (3.8%), Asian or Pacific Islander (1.0%), Other (2.5%) and Hispanic or Latino origin (46.8%). The age distribution among Greenlee County residents includes 7.7% under 5 years of age, 27.6% from 5-18 years of age, 51.8% 19-64 years of age, 12.9% 65 years of age or older with the median age being 44. The median household income in Greenlee County is \$51,813 a decrease of 2.46% from 2010. Of the Greenlee County population, 1,135 or 12.0% live below the federal poverty line while the state's 16.4% of its population lives below the federal poverty line. The Greenlee County unemployment rate in 2017 is 5.1% which is the same as the state's unemployment rate of 5.1%. 19.5% of the population in Greenlee County speaks languages other than English in their homes. There is an average of 4 to 6 people living in a household, a increase of 22.7% from 2010 when there was an average of 2 to 3 people living in a household. Earnings per employee, a proxy for productivity, were \$ 23,778 in Greenlee County in 2017 – a decrease of 62.25% less than the national and state average and fourth highest of the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 41.6% was lower than the national average of 59.6% and the state average of 39.5% and sixth highest of the Arizona counties. Among the factors contributing to the high employment were workers commuting from their homes in other counties and the low proportion of senior citizens living in Greenlee County.

Santa Cruz County:

Created by the 20th Territorial Assembly in 1899, the county is named after the river that flows into Mexico from Arizona before winding back into Santa Cruz and Pima counties. This river was named Santa Cruz, which means Holy Cross in Spanish, by Father Kino in the 17th century. Santa Cruz county measures 1,236 square miles with 38% of the land privately owned, which is the second-highest among Arizona counties. Santa Cruz County is located in the southernmost central part of Arizona, bordering Mexico and serving as one of the major gateways between the U.S. and Mexico. There are strong commercial, religious and cultural ties between Nogales, Arizona and its sister city across the border, Nogales, Sonora. While one of the state's smallest counties, Santa Cruz County is also one of Arizona's most diverse and interesting destinations, offering an eclectic blend of history, culture, art, recreation, shopping, cuisine and entertainment in a beautiful and relaxing setting. Santa Cruz County is packed full of plenty of things to explore and enjoy. One of the nation's most intriguing attractions, Santa Cruz County has something for everyone from bikers and hikers to birdwatchers and history enthusiasts. Each community has its own unique personality and a drive through Santa Cruz County provides travelers with extraordinary vistas of color and beauty.

The population in Santa Cruz County is 46,212 for 2017, a decrease of 3.4% from 2010. The racial composition is White (95.8%), African American (.9%), Native American (1.4%), Asian or Pacific Islander (.8%), Other (1.1%) with 83.4% having Hispanic Heritage. The age distribution among Santa Cruz County residents includes 6.9% under 5 years of age, 27.3% from 5-18 years of age, 48.4% 19-64 years of age, 17.4% 65 years of age or over with the median age being 39. The median household income in Santa Cruz County is \$ 38,941, an increase of 4.02% from 2010. Of the Santa Cruz County population, 9,658 or 20.9% live below the federal poverty line while the state's 16.4% of its population live below the federal poverty line. The Santa Cruz County unemployment rate in 2017 is 9.4% which is higher than the state's rate of 5.1%. 82.1% of the population in Santa Cruz County speaks languages other than English in their homes. There is an average of 7 to 9 people living in a household an increase of 42.15% from 2010 when there was an average of 3 to 4 people living in a household. Earning per employee, a proxy for productivity, is only \$ 18,860 in Santa Cruz County in 2017 – 24.45% less than the national and state average, but third lowest among the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 28.9% was considerable lower than the national average of 59.6% and the state average of 39.5%, ranking fourth highest among the counties. The low employment ratio in part results from the high share of residents who are children and from a high unemployment rate.

Cochise County:

Cochise County was named for the renowned Apache chief in 1881, when it was established during the 11th Territorial Assembly. Cochise County lies in the southeast corner of the State of Arizona, has a land area of more than 4 million acres (an area larger than the states of Connecticut and Rhode Island combined) and consists of 6,219 square miles. This geographically diverse region was created by carving out the eastern portion of the previously existing Pima County to the north. Cochise County is well known for its year round temperate climate, the unusual flora and fauna of the high desert and it happens to sit right in the middle of the annual migration path of several rare Hummingbird and Butterfly species. Peppered with ghost towns and due to its colorful history, Cochise County has been depicted in numerous movies and novels, with many of those movies filmed at the location in which the actual event took place. It is a diverse and serene area, where past and present are consistently complimenting one another. By visiting the Land of Legends, you'll experience the Old West, military history, birding, hiking, the lush Sonoran desert, restored mining towns, vineyards, U-Picks farms and much more. The incorporated cities in the county include Tombstone, Benson, Willcox, Huachuca City, Sierra Vista, Bisbee and Douglas.

The population for Cochise County is at 128,177 for 2017, a decrease of 1.13% from 2010. The racial composition is White (87.9%), African American (4.6%), Native American (1.8%), Asian or Pacific Islander (2.2%) and Other (3.5%) with 35.6% having Hispanic Heritage. The age distribution among Cochise County residents includes 6.1% under 5 years of age, 21.9% from 5-18 years of age, 54.6% from 19-64 years of age and 17.4% 65 years of age or above with the median age being 45. The median household income in Cochise County is \$ 45,383, an increase of 1.25% from 2010. Of the Cochise County population, 24,225 or 18.9% live below the federal poverty line while the state's 16.4% of its population live below the federal poverty line. The Cochise County unemployment rate in 2017 is 6.2% which is above the State's rate of 5.1%. 33.7% of the population in Cochise County speaks languages other than English in their homes. There is an average of 5 to 7 people living in a household, an increase of 31.0% from 2010 when there was an average of 3 to 5 people living in a household. Earnings per employee, a proxy for productivity, was \$ 45,383 in Cochise County in 2017 – 12.4% less than the national and state average, but second highest of the Arizona counties. The employment-to-population ratio (the number of people employed as compared to the population) of 37.9% was less than the national average of 59.6% and higher than the state average of 39.5%, but was ninth highest among the Arizona counties. Among the factors contributing to the low employment was the somewhat above-average share of the population that is of retirement age.

AGENCY PROGRAMS AND SERVICES

SEACAP provides the following programs and services to low income families and individuals:

- Utility Assistance
- Utility Related Appliance or System Repair/Replacement Program
- Eviction Prevention
- Move-in Rental Assistance
- Weatherization
- Financial Budgeting Classes
- Income Tax Preparation (VITA)
- SNAP
- Health Insurance Marketplace
- Case Management
- Community Services
- Commodity Senior Food Boxes

SEACAP continually seeks to improve systems that will ultimately improve the programs and services provided to low income families. The 2019-2023 Strategic Plan highlights the key areas where the agency will seek to improve. These areas include but are not limited to:

- Board Governance/Oversight
- Planning and Development
- Program Monitoring (Compliance)
- Technology
- Communications
- Staff Training
- Financial Procedures
- Human Resources
- Staff Morale

SERVICES PROVIDED SFY18

UTILITY ASSISTANCE	-	1,288 households	\$ 752,725.19
EVICTION RENT	-	11 households	\$ 13,457.73
MOVE-IN RENT	-	1 household	\$ 1,300.00
APPLIANCE/SYSTEM REPAIR & REPLACE	-	58 households	\$ 110,609.71
WEATHERIZATION	-	114 households	\$ 482,819.78

TOTAL: \$ 1,360,912.41

TRENDS

The current trends explored during the strategic planning process were: improving transportation, streamline organization to provide better client services, partnerships in place with other agencies for client support services, stability for clients in meeting basic needs/becoming self-sufficient/living independently and more diverse sources of funding. This focus includes developing alternative resources and funding through community involvement, refocusing mission in a changing environment by proactively embracing change and exploring collaboration through leveraging partnerships. These issues were discussed in the context of addressing poverty for families through two-generational and multi-generational approaches.

The importance of addressing barriers associated with meeting basic needs, becoming self-sufficient and living independently were highly emphasized. These were 1) reliable transportation, 2) integration of social services, 3) ability to qualify for employment, 3) early integration of post-secondary education, 4) access to childcare and associated costs, 5) community participation, 6) education, 7) less recidivism, 8) more diverse funding.

Also noted were assumptions, beliefs, attitudes, structures and other real impediments keeping SEACAP from reaching its vision. What is blocking SEACAP from moving towards its vision? The four underlying contradictions were: Fear of and understanding of our relevance, unclear organizational direction, preconceived notion that policies cannot be changed and personal resistance to change both internally and externally.

VISION, MISSION, CORE VALUES & GUIDING PRINCIPLES

“VISION”

To become a lead agency in promoting self-sufficiency, alleviating poverty and advocating for social change.

“MISSION”

To assist families in the movement, transition and achievement of self-sufficiency.

“CORE VALUES”

- ***QUALITY SERVICES***
 - Ensure Client Access to Services & Resources
 - Drive Integrated Service Delivery
 - Promote Client Engagement & Satisfaction

- ***CAPACITY BUILDING***
 - Ensure Financial Health & Viability
 - Equip Staff with Skills & Tools
 - Leverage Partnerships & Volunteers
 - Improve Technology Usage

- ***OPERATIONAL EXCELLENCE***
 - Ensure Data Driven Decision Making
 - Create Efficiencies in Internal Processes
 - Improve Communication Systems

“GUIDING PRINCIPLES”

- Accountability
- Advocacy
- Collaboration
- Communication
- Customer Service
- Integrity
- Performance-Driven
- Respect
- Technology
- Transparency

ROMA STATEMENT

The goals outlined in the strategic plan are consistent with the ROMA (Results Oriented Management and Accountability) Next Generation goals developed by the Community Services Network. These goals provide a framework for continuous growth and improvement for community action agencies across the nation. The goals are:

- #1 Communities where people with low incomes live are healthy and offer economic opportunity.
- #2 People with low-incomes are engaged and active in building opportunities in communities.
- #3 Individuals and families with low income are stable and achieve economic security.

SEACAP's 2019-2023 Strategic Plan establishes objective and strategies that are linked to ROMA Next Generation goals. Each objective and strategy is connect to a responsible party, a timeframe for completion, and the desired outcome. Each ROMA goal, along with related objectives, strategies and priorities is presented below.

STRATEGIC GOALS, OBJECTIVES AND STRATEGIES

The strategic plan supports SEACAP's overall objective of being a high functioning and adaptive organization, widely known in the community for innovative programming; competent staff; the engagement, commitment and oversight of its board; and its strong partnerships with other organizations that share SEACAP's commitment to addressing human needs. SEACAP's 8 strategic objectives are listed below and described in more detail on the following pages:

- Continue to offer exemplary existing and new outcome-based programs.
- Exploring collaboration through leveraging partnerships.
- Use ROMA to determine SEACAP's overall effectiveness; inform annual and long-range planning; and support agency advocacy and community partnership activities.
- Developing alternative resources and funding through community involvement.
- Develop and implement an integrated communications plan to advocate for services (i.e., transportation).
- Refocus mission on a changing environment by proactively embracing change, making full use of the talent and resources of SEACAP board and staff.
- Enhance agency-wide data gathering to better enable measurement of program effectiveness
- Continue to successfully work with community partners to increase family involvement by adopting a two-generational approach in agency programs.

The top 3 strategic objectives for SFY2019-SFY2020 are:

1. Developing alternative resources and funding through community involvement.
2. Refocus mission on a changing environment by proactively embracing change, making full use of the talent and resource of SEACAP board and staff.
3. Exploring collaboration through leveraging partnerships.

The top 3 strategic objectives for SFY2021-SFY2022 are:

1. Continue to offer exemplary existing and new out-come based programs.
2. Use ROMA to determine SEACAP's overall effectiveness; inform annual and long-range planning; and support agency advocacy and community partnership activities.
3. Develop and implement an integrated communications plan to advocate for services (i.e; transportation)

The top 2 strategic objectives for SFY2022-SFY2023 are:

1. Enhance agency-wide data gathering to better enable measurement of program effectiveness.
2. Continue to successfully work with community partners to increase family involvement by adopting a two-generational approach in agency programs.

State Fiscal Years 2019 & 2020:

Goal #1

Communities where people with low-incomes live are healthy and offer economic opportunity.

OBJECTIVE:

Developing alternative resources and funding through community involvement

STRATEGIES:

- Complete survey of local non-client community members – what do they see as the problem
- Conduct focus groups with partner agencies
- Conduct survey regarding transportation services
- Survey past clients to follow-up past success
- Create community volunteer opportunities
- Conduct focus groups with clients
- Make agency presentations at all City Council and Board of Supervisor meetings
- Research non-traditional funding sources
- Attend grant writing workshops to apply for diverse funding
- Seek grant sources
- Research other county/city strategies to obtain funds – out of the ordinary
- Seek peer advice

Goal #2

People with low-incomes are engaged and active in building opportunities in communities

OBJECTIVE:

Refocusing mission in a changing environment by proactively embracing change

STRATEGIES:

- Review SEACAP agency policies
- Board member and alternate meet monthly
- Discover outdated policy and procedure and adapt – change policy
- Limit scope of services deferred by SEACAP
- Create subcommittee (Board and Staff) to work on vision and mission
- Revise SEACAP mission statement to better reflect services
- Examine programs vs mission statement
- Create subcommittee (Board and Staff) to address and work with staff on organizational issues
- Hold meetings to focus on top important projects (public and private) – consolidation

Goal #3

Individuals and families with low incomes are stable and achieve economic security

OBJECTIVE:

Exploring collaboration through leveraging partnerships

STRATEGIES:

- Build better team work with others
- Establish monthly networking gathering events with area agencies and businesses
- Identify agencies in the area that provide similar services
- Collaborate with other agencies
- Communicating in a different more effective way
- Talk to agencies about where we cross paths and how to cooperate
- Explore areas to cooperate with others
- Seek peer advice
- Schedule workshops for clients
- Research how other communities have implemented technical programs for seniors
- Find established self-reliance programs to implement in the community

PLAN IMPLEMENTATION AND ACCOUNTABILITY

The Southeastern Community Action Program, Inc. 2019-2023 Strategic Plan will be implemented by staff teams with input from managers and oversight from SEACAP's Executive Director. Teams will align program plans and budgets with the organization-wide strategic plan objectives and strategies.

Senior leadership will devote time each month to review implementation progress and SEACAP's Executive Director will report to the Board of Directors on a quarterly basis all progress made regarding the 2019-2023 SEACAP Strategic Plan.

At the annual (August) meeting of the Board, an annual progress report will be presented. All existing grants and all future funding proposals will identify which of the strategic objectives are being addressed. Each of the goals and objectives presented in the Strategic Plan addresses community change and issues, and as a result the need to communicate with the community and SEACAP partners recognized.

The implementation strategies require focus and attention from senior leadership and all employees involved in implementation.

ACKNOWLEDGEMENTS

Completion of the Southeastern Arizona Community Action Program, Inc. 2019-2023 Strategic Plan would not have been possible without the input of partners, State funding sources, SEACAP's Board of Directors and dedicated staff. Fourteen staff members and eleven Board Members were integrally involved in plan development, sharing information and participating in sessions that developed the plan's objectives and strategies. We are very grateful for all contributions to the plan and for ongoing partner support. Thank you for your support.