



Allegheny County Department of Human Services

Community Services Block Grant (CSBG) 2016-18 Strategic Plan



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Executive Summary

Individuals and families living in poverty encounter a variety of challenges accessing employment, training, transportation, housing, and child care, which impact their progress towards stability and well-being. The Community Services Block Grant (CSBG) was created to address these needs and alleviate the causes and conditions of poverty. CSBG funds are provided to Community Action Agencies (CAA) across the country, which work to support those living in poverty through goals including “increased self-sufficiency, improved living conditions, ownership of and pride in their communities, and strong family and support systems.”¹

The Allegheny County Department of Human Services (DHS) is responsible for providing and administering publicly-funded human services to Allegheny County residents. The Office of Community Services (OCS), a program office of DHS, is the CAA for Allegheny County. A team of individuals and agencies, including OCS staff, contracted agencies and staff, the Community Services Advisory Council (CSAC), and community partnerships contribute to the success of CSBG programming in Allegheny County.

In January 2015, the Federal Office of Community Services released a set of standards designed to ensure CSBG entities effectively serve families and communities. There are 50 standards for public CSBG entities, which are categorized into three thematic categories: maximum feasible participation, vision and direction, and operations and accountability. A portion of these standards require CSBG entities to engage in a community needs assessment and strategic plan. DHS staff and other CSBG stakeholders participated in an assessment and planning process to reach compliance with these standards.

From June to October in 2015, OCS collaborated with DHS’ Office of Data Analysis, Research and Evaluation (DARE) in order to complete a needs assessment of CSBG in Allegheny County. The assessment included an analysis of qualitative data (e.g., stakeholder interviews) and quantitative data (e.g., mapping and surveys). The needs assessment revealed a variety of needs (e.g., housing and employment) and underserved communities (e.g., outer suburbs). The 2015 CSBG Needs Assessment can be provided upon request.

These needs assessment findings directly influenced and motivated a strategic planning process, which occurred simultaneously. Led by the CSAC, the multi-stage strategic planning process identified three strategic goals for CSBG in the three year period from 2016 to 2018.

The three strategic goals identified are:

1. Evaluate and improve service delivery through agency involvement with the intention of moving participants towards self-sufficiency.
2. Develop a collaborative outreach marketing strategy directed at eligible persons, service providers, and stakeholders to increase visibility and awareness of the Allegheny County Community Action Agency, Community Services Block Grant, and service providers in Allegheny County.
3. Foster strategic partnerships with service providers and businesses to better utilize existing community resources and improve service delivery.

More detailed information about the CSBG vision, mission, strategic planning process, goals, action steps, timeline, and measures of success is included in this full report.

Background

The following agency profile, vision statement, and mission statement provide context for the Allegheny County Department of Human Services Community Services Block Grant 2016-18 Strategic Plan.

Agency Profile

Allegheny County Department of Human Services

In 1997, Allegheny County's 30 departments were streamlined and consolidated into five departments: Human Services, General Services, Public Works, Safety Services, and Budget and Finance. The newly reorganized Department of Human Services subsumed five program offices, overseen by Integrated Program Services, including Area Agency on Aging (AAA), Office of Behavioral Health (OBH), Office of Children, Youth and Families (CYF), Office of Community Services (OCS), and Office of Intellectual Disability (OID). Program offices collaborate with the Office of Data Analysis, Research and Evaluation (DARE), as well as other support offices.

DHS provides a wide range of services, including "services for older adults; mental health and drug and alcohol services (includes 24-hour crisis counseling); child protective services; at-risk child development and education; hunger services; emergency shelters and housing for the homeless; non-emergency medical transportation; job training and placement for public assistance recipients and older adults; and services for individuals with a diagnosis of intellectual disability."² DHS' services respond to a variety of local trends and community needs in Allegheny County including the growth of suburban poverty, refugee resettlement, and barriers related to accessing public transportation, affordable housing, and employment.

Office of Community Services

The Office of Community Services is the "county's public office responsible for providing Allegheny County residents with a coordinated community-focused system of high quality and cost-effective services, programs and opportunities that enable low-income and vulnerable individuals and families to become more self-sufficient."³ A coordinated effort between four bureaus within OCS provide a variety of human services, including "food, housing, employment, family support, youth services, afterschool and summer youth programs, and other services vital to low-income persons."⁴

Community Service Block Grant

The Community Services Block Grant (CSBG) is a federal grant that provides funding to Community Action Agencies (CAA) to alleviate the causes and conditions of poverty. As Allegheny County's CAA, OCS has a long-established history of administering CSBG funds to agencies that serve Allegheny County residents. OCS does not administer CSBG funds within the City of Pittsburgh, because Pittsburgh Community Services, Inc., another CAA, is the designated provider of CSBG services to City of Pittsburgh residents.

OCS contracts with seven service providers to provide CSBG programming, including case management, training, and job placement. CSBG also funds direct services offered through OCS, including free tax preparation, food programs, and staff development. The Community Services Advisory Council (CSAC), a tripartite board of fifteen members, provides OCS with essential guidance regarding CSBG's allocation of resources, goals, operations, administration, and more.

Vision Statement

Following the redesign of human services in Allegheny County in 1997, DHS adopted this vision statement:

To create an accessible, culturally competent, integrated and comprehensive human services system that ensures individually tailored, seamless and holistic services to Allegheny County residents, in particular, the county's vulnerable populations.

In 2012, DHS continued to improve and integrate practices through the DHS Practice Model. This model serves as DHS' "conceptual map and organizational ideology describing the values and principles underlying our work and informing specific approaches and techniques used to achieve desired integration outcomes."⁵ The Values and Principles for Integrated Practice are:

1. *Service integration begins with the individuals and families we serve.*
2. *Individuals and families have the capacity to identify their own strengths, needs and goals; create relationships; and take steps necessary to accomplish these goals.*
3. *Consumers sustain their health and wellness with the support and assistance of their families and/or natural supports.*
4. *Individualized and comprehensive services should be provided to consumers based on their unique needs.*
5. *All services must be high-quality, accessible, and aligned with consumer and family strengths, needs and goals.*
6. *All communities and populations have unique cultural characteristics.*

The DHS vision statement, values, and principles guide the high-quality, individualized, and client-driven CSBG services in Allegheny County.

Mission Statement

As DHS does not have a mission statement for the entire department, a mission statement for DHS' CSBG programming was developed as a part of the strategic planning process. After a series of brainstorming and revisions, the CSAC approved the following mission statement:

The mission of Allegheny County Community Action Agency is to empower individuals and families with limited resources to improve their quality of life through service coordination and positive community relationships.

The CSAC agreed this mission statement reflected the inclusive, positive, community-focused, and straight-forward approach to CSBG service delivery.

Organizational Standards

Accountability and quality is a top priority for CSBG's national network of CAAs. In 1996, Results Oriented Management and Accountability (ROMA), a performance-based management system, was applied to the CSBG network in order to increase the effectiveness of poverty alleviation services. In 2005, national indicators were applied to the network of CAAs, which standardized the goals and measures CAAs worked towards and reported. The most recent step towards increased accountability and quality arrived in January 2015, when the Federal Office of Community Services released a set of Organizational Standards for CSBG

eligible entities. There are 50 standards for public CSBG entities, which are categorized in three thematic categories: maximum feasible participation, vision and direction, and operations and accountability. A portion of these standards require CSBG entities to develop a strategic plan.

The Organizational Standards for strategic planning are listed in Table 1. The Allegheny County DHS CSBG 2016-18 Strategic Plan has been developed in accordance with the standards listed below.

Standard 6.1	The department has a strategic plan, or comparable planning document, in place that has been reviewed and accepted by the tripartite board/advisory body within the past 5 years. If the department does not have a plan, the tripartite board/advisory body will develop the plan.
Standard 6.2	The approved strategic plan, or comparable planning document, 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, or comparable planning document, 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, or comparable planning process.
Standard 6.5	The tripartite board/advisory body has received an update(s) on progress meeting the goals of the strategic plan/comparable planning document within the past 12 months.

Community Needs Assessment

The Organizational Standards also include standards related to community engagement and assessment. In response, OCS collaborated with DHS’ Office of Data Analysis, Research and Evaluation (DARE) in order to plan and implement a needs assessment for CSBG in Allegheny County. The assessment included an analysis of qualitative data (e.g., interviews with local stakeholders and CSBG staff and participants) and quantitative data (e.g., mapping participant demographic data in relation to contracted agency centers and surveying). The needs assessment revealed a variety of service needs (e.g., housing, employment, improvements to service delivery) and underserved communities (e.g., outer suburbs, communities with limited access to public transportation).

These needs assessment findings directly influenced and motivated the strategic planning process, which occurred simultaneously. Findings from the needs assessment will be referenced later in this document when the rationale for selecting the three strategic goals is discussed. The 2015 CSBG Needs Assessment can be provided upon request.

Strategic Planning Process

The Community Service Advisory Council (CSAC) guided the strategic planning process, which occurred between May and September 2015 and included two key phases: assessment and planning. The final phase of implementation will begin in January 2016.

Assessment Phase

First, OCS staff conducted research on strategic planning to identify best practices, methods, and tools. OCS staff presented a report, which summarized the research and made recommendations, to the CSAC in June 2015. The recommendations were:

- 1) **Timeline:** An initial draft of the strategic plan will be completed by fall 2015, or by the CSAC's quarterly meeting in September 2015. The council will evaluate the draft and DHS staff will revise the plan based on the council's review. The council will approve the strategic plan in late 2015.
- 2) **Form Strategic Planning Committee:** The CSAC will convene a strategic planning committee, composed of three to five council members and three DHS staff members. This strategic planning committee will consult with the council throughout the planning process, but will perform planning activities independently as a committee.

The CSAC accepted the first recommendation for a timeline for the strategic planning process. However, the CSAC chose not to form a strategic planning committee. Instead, the council decided that strategic planning meetings would be open to all council members, so all of the members' diverse knowledge and skills could be represented in planning.

OCS staff created a logic model for CSBG so CSAC members, DHS staff, and contracted agency staff could have a shared and detailed understanding of CSBG's inputs, activities, outputs, goals, and external factors. The model was examined at several stages of editing and was approved by the CSAC and DHS management.

The final step of the Assessment Phase was to determine the scope and priorities for strategic planning, which the CSAC accomplished at their first strategic planning meeting in June 2015. Council members identified several thematic priorities. First, the plan had to include strategies to maintain the high quality of service already delivered by contracted providers and identify areas to improve. Additionally, the council agreed it was important for the plan to include a commitment to advocacy in areas such as food insecurity, basic needs, housing, employment, education, and health care. And finally, council members wanted the plan to include strategies to increase effectiveness in the CSBG network, such as encouraging providers to collaborate and utilizing ROMA practices.

The Assessment Phase concluded once the CSAC identified the timeline, group of individuals who would be involved, scope for the plan, and priorities which needed to be accomplished in the plan. Next, the CSAC progressed to the Planning Phase.

Planning Phase

The Planning Phase commenced with a CSAC meeting in July where members brainstormed potential strategic goals based on community need. Due to time constraints, the CSBG 2015 Needs Assessment and the CSBG 2016-18 Strategic Plan were developed simultaneously. While the CSBG 2015 Needs Assessment was not finalized by the meeting in July, the CSAC recognized they had to consider the ongoing assessment when selecting strategic goals.

In lieu of a final version of the CSBG 2015 Needs Assessment, a representative from DHS' DARE office presented preliminary findings from the incomplete assessment. The presentation focused on 'Suburban Poverty: Assessing Community Need Outside the Central City,' a report published by DHS in 2014.⁶ This

report about suburban poverty served as a foundation for the CSBG 2015 Needs Assessment, as the report precisely assessed the communities and residents that CSBG providers serve in Allegheny County. One key finding presented to the CSAC at this meeting, pictured below, was a visual of suburban poverty in Allegheny County. The most distressed communities are shaded in dark green.

Figure 1: Suburban Poverty in Allegheny County

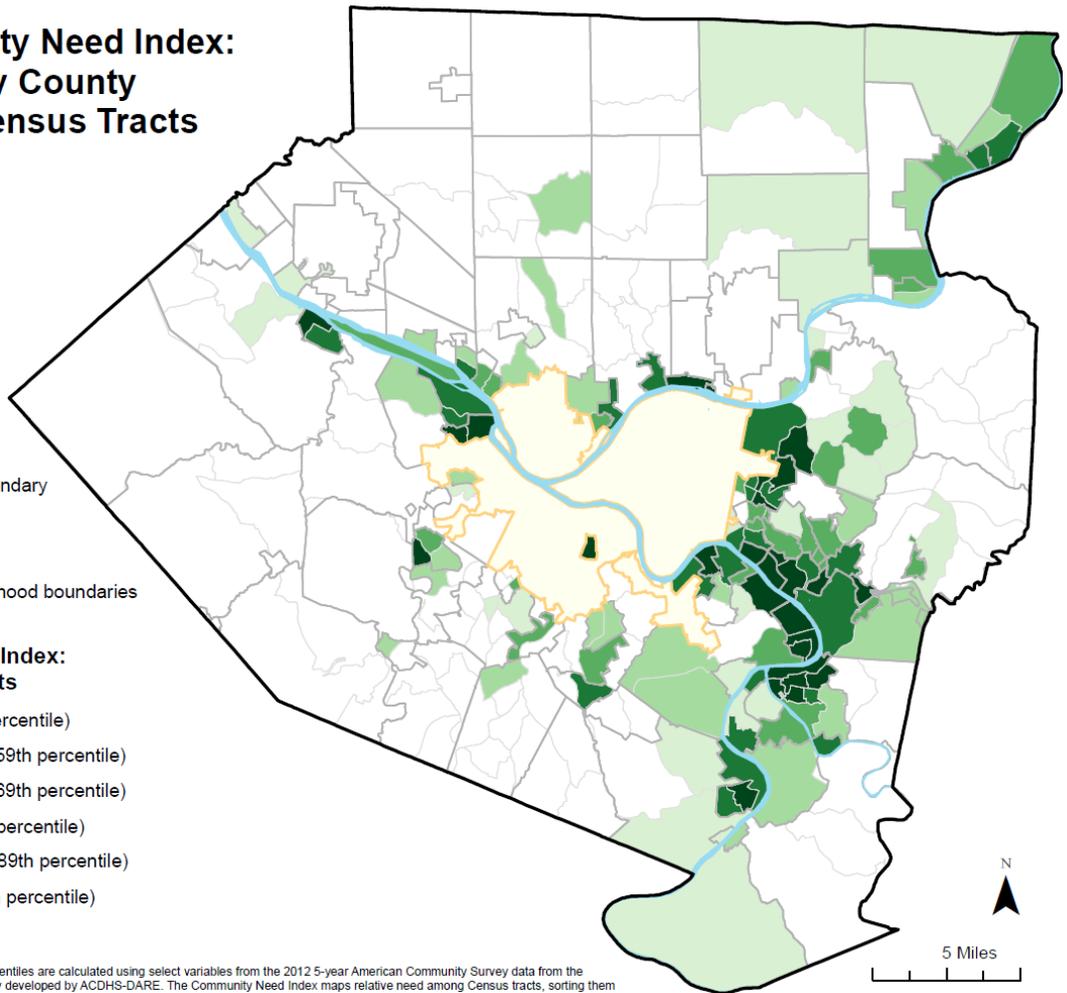
**2012 Community Need Index:
Allegheny County
Suburban Census Tracts**

Legend

-  Allegheny County boundary
-  Major rivers
-  Pittsburgh boundary
-  Municipality/Neighborhood boundaries

**2012 Community Need Index:
Suburban Census Tracts**

-  Low Need (1 - 49th percentile)
-  Moderate Need (50 - 59th percentile)
-  Moderate Need (60 - 69th percentile)
-  High Need (70 - 79th percentile)
-  Very High Need (80 - 89th percentile)
-  Distressed (90 - 100th percentile)



Source(s): 2012 Community Need Index percentiles are calculated using select variables from the 2012 5-year American Community Survey data from the US Census Bureau, according to methodology developed by ACDHS-DARE. The Community Need Index maps relative need among Census tracts, sorting them into approximately evenly-sized tiers. Map current as of 7-21-2014. Created by ACDHS DARE office-kci.

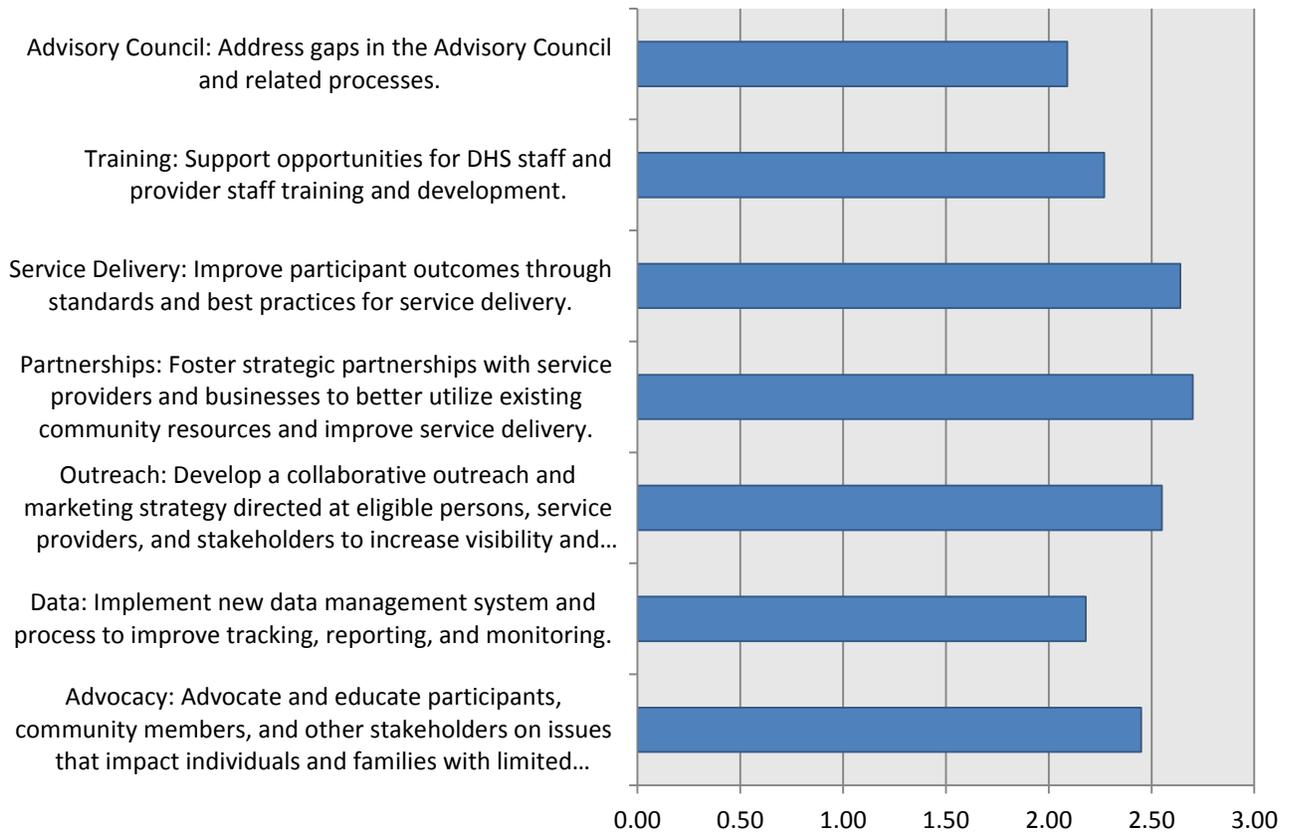
The DARE representative also presented demographic characteristics of high need communities and statistics for DHS service provision in these communities. Preliminary findings presented during the meeting and the diverse perspectives and experience of CSAC members provided a strong foundation, based on community need, for the ongoing strategic planning process.

Following the presentation, CSAC members participated in group activities with the objective to envision how the strategic plan would impact DHS, contracted providers, the families they serve, and the communities they work in over the next three years. Using a framework and prompts, council members worked in teams to brainstorm goals, strategies, or action steps they believed CSBG should pursue. DHS staff facilitated a discussion and categorized the CSAC’s brainstorming ideas into seven major themes:

Advocacy, Data Management, Outreach, Strategic Partnerships, Service Delivery, Staff Development, and the Advisory Council.

An online poll distributed to the Advisory Council following the brainstorming meeting asked members to assess the priority level for the seven strategic themes. Members rated low priority categories with a 1, medium priority with a 2, and high priority with a 3. A perfect 3.0 score would indicate that every single council member rated that theme as a high priority strategy. The council responded that their top three priorities were partnerships, service delivery, and outreach. Figure 1 illustrates the CSAC’s responses.

Figure 2: CSAC Responses to Prioritization of Strategic Goals



At the August planning session, council members unanimously agreed to select the top three responses (partnerships, service delivery, and outreach) as three strategies to adopt in the strategic plan. Next, the council members worked in teams to devise action steps, timelines, and measures of success for each strategy. The CSAC’s brainstorming from the August meeting was formatted into a one-page strategic plan. The strategic plan was vetted through a multi-stage review and approval process. Ultimately the plan was formally approved by the DHS Executive Team and the CSAC in December 2015.

Implementation Phase

Implementation of the strategic plan will begin in January 2016. Action steps are planned through the end of 2018. The following section details the strategies and action steps that will be implemented during this three year period.

Allegheny County DHS CSBG 2016-18 Strategic Plan

Framework

The Allegheny County DHS CSBG 2016-18 Strategic Plan is comprised of three strategic goals. Every goal has several key objectives, each with specific action steps, timelines, and measures of success. The following pages illustrate these goals, objectives, and action steps, as well as a rationale for each strategic goal.

All three strategic goals follow a similar structure. The first step of each goal is to assess the status quo by revisiting specific findings from the CSBG 2015 Needs Assessment and meeting with DHS staff, CSAC members, CSBG provider staff, participants, and other community partners. This structure will ensure the strategic plan remains pertinent to the needs identified in the CSBG 2015 Needs Assessment and the concerns of our CSBG stakeholders.

For a one-page visual of the strategic plan, please consult Appendix A. This visual is also available upon request as a PDF.

Goal 1: Service Delivery

High quality service delivery is essential to the continued success of CSBG. Our service delivery strategy first requires the current model of service delivery to be evaluated. DHS staff and contracted providers will work together to develop recommendations to improve service delivery, which are feasible and within the scope of CSBG's resources. Those recommendations will be provided to a CSAC subcommittee, who will develop a service delivery plan that will be implemented in 2017.

Improving service delivery also requires the CSAC to clarify objectives and priorities. The CSAC will form a subcommittee that will agree on the elements that self-sufficiency programming must include in order to be as effective as possible. A subcommittee will also design best practices for service delivery based on the 2015 CSBG Needs Assessment. Finally, contracted provider staff will participate in training(s) about service delivery best practices and the meaning of self-sufficiency.

Findings from the 2015 CSBG Needs Assessment reaffirmed the importance of developing a service delivery strategy. Every stakeholder group DHS interviewed as a part of the needs assessment identified employment and housing as top concerns for the community. This finding may lead us to develop standardized processes for service providers to effectively address employment and housing needs specifically. Additionally, the needs assessment identified the importance of accessibility. CSBG services should be convenient and practical for participants; service providers must be flexible to meet participants' schedules and transportation issues. These findings will directly inform the service delivery strategy.

Goal 1: Evaluate and improve service delivery through agency involvement with the intention of moving participants towards self-sufficiency.

Objective 1.1: Evaluate service delivery based on community needs.

Action Steps	Timeline	Measure of Success
1.1.a Determine service delivery's scope and priorities through the lens of DHS.	Q2 2016	DHS Internal Meeting

1.1.b	Solicit feedback and recommendations from providers.	Q3 2016	Providers Meeting
1.1.c	Convene Advisory Council subcommittee to develop service delivery plan based on DHS and provider recommendations.	Q4 2016	Council Meeting
1.1.d	Implement service delivery adjustments as recommended by DHS and Advisory Council subcommittee.	Q4 2017	Full Implementation of Changes

Objective 1.2: Define and clarify the goal of moving participants towards self-sufficiency within the confines of state restrictions.

Action Steps	Timeline	Measure of Success
1.2.a Convene taskforce of Advisory Council, provider staff, and participants to define meaning of self-sufficiency for our program.	Q2 2016	Council Meeting
1.1.b Communicate self-sufficiency definition with CSBG provider network using multiple channels or platforms.	Q4 2016	Definition of Self-Sufficiency

Objective 1.3: Define and clarify the best practices for agencies to use to move participants towards self-sufficiency.

Action Steps	Timeline	Measure of Success
1.3.a Convene taskforce of Advisory Council, provider staff, and participants to design best practices for moving participants to self-sufficiency.	Q1 2017	Council Meeting
1.2.b Document and share best practices with CSBG provider network.	Q3 2017	Best Practices

Objective 1.4: Training and implement the clarified self-sufficiency definition and best practices with CSBG provider network.

Action Steps	Timeline	Measure of Success
1.4.a Design training to effectively educate CSBG staff about self-sufficiency definition and improvements to service delivery.	Q1 2018	Training Curriculum
1.3.b Convene trainings for CSBG staff.	Q3 2018	100% of Agencies Trained

Goal 2: Outreach

Many individuals across Allegheny County can benefit from the case management and resources CSBG services provide. Reaching individuals who are not already connected with CSBG motivated the CSAC to select outreach as a strategic goal.

First, our network of CSBG providers should utilize standardized branding to increase name recognition of the program and convey a united message. Once branding is standardized, brochures and a CSBG webpage on the DHS website should be created. These outreach tools would describe the types of services CSBG offers, eligibility for the programs, where CSBG agencies are located, and how to enroll in services. The CSBG webpage could also include information about the CSAC, their accomplishments, and how to contact

the CSAC to provide feedback. A collaborative outreach strategy must also be developed with specific roles and responsibilities for OCS staff, CSAC members, and CSBG providers. We must consider how staff can fulfill these new outreach responsibilities within their existing capacity.

The needs assessment identified communities in Allegheny County that are not currently served by CSBG. The high need communities with few residents who receive services are primarily those located to the south and west of the city – the locations most geographically distant from the service centers. Residents in and around the high need communities of Baldwin, Carnegie, Stowe, McKees Rocks, and Coraopolis did not receive case management services from any agency except for the sole mobile provider of CSBG case management. We must assess if some of these underserved communities are already being served by other social services. We must also explore how to improve service access for residents in the south and west of Allegheny County, such as mobile services for those who cannot access public transportation.

Goal 2: Develop a collaborative outreach marketing strategy directed at eligible persons, service providers, and stakeholders to increase visibility and awareness of the Allegheny County Community Action Agency, Community Services Block Grant, and service providers in Allegheny County.

Objective 2.1: Reach consensus on branding and strategies.

Action Steps	Timeline	Measure of Success
2.1.a Develop DHS and contracted providers’ recommendations for outreach branding and priorities.	Q2 2016	DHS and Contracted Providers Meeting
2.1.b Convene Advisory Council subcommittee to create outreach strategies based on DHS recommendations.	Q3 2016	Council Meeting

Objective 2.2: Standardize branding across the Community Services Block Grant provider network in Allegheny County.

Action Steps	Timeline	Measure of Success
2.2.a Revise DHS branding so Allegheny County Community Action Agency Self-Sufficiency Services is a program of the Office of Community Services.	Q3 2016	Revised Branding Implemented
2.2.b Require CSBG contracted providers to incorporate the brand into their electronic and print outreach materials.	Q4 2016	100% of Agencies Incorporate Revised Branding

Objective 2.3: Implement and monitor outreach effort based on revised branding and strategies.

Action Steps	Timeline	Measure of Success
2.3.a Work with the Office of Community Relations to create a webpage that describes self-sufficiency services and how to receive services, including a map of CSBG service providers in Allegheny County.	Q3 2016	CSBG Webpage
2.3.b Develop electronic and print brochures.	Q3 2016	Electronic and Print Brochures
2.3.c Implement and monitor revised outreach materials and strategies.	Q4 2016	100% of Providers Adjust Outreach

2.3.d Assess outreach efforts and revise, if necessary.

Q1 2017

Outreach
Assessment

Goal 3: Partnerships

Strategic partnerships benefit service providers and their participants by increasing access to more services, improving the quality of in-house services, and reducing service duplication among agencies. The CSAC recognizes that CSBG contracted agencies can improve the quality of services and better utilize staff time by forming more strategic partnerships.

First, OCS staff will assess where the CSBG network already has partners and where there is potential to expand. This assessment will be updated biannually, as resources and services constantly shift. Additionally, OCS staff will focus on how we can make better connections between CSBG contracted providers and DHS' other services, like behavioral health services, drug and alcohol treatment, employment services for older adults, and homeless services. We may also partner with the advocacy groups and provider coalitions that are associated with DHS, including the Workforce Integration Team, Employment and Training Advisory Board (ETAB), and Immigrant Services and Connections (ISAC).

The needs assessment clarified which service areas are key priorities for contracted providers to create more partnerships. For instance, CSBG providers, CSBG participants, community-based organizations, and other community members all identified employment and housing as top concerns for the community. These are two areas that we need to secure strong partnerships so CSBG providers can better meet the needs of participants. Additionally, during the strategic planning meetings, CSAC members vocalized the importance of advocating on issues that affect individuals and families with limited resources, like better access to public transportation and food security. The CSAC and CSBG providers can contribute our experience and expertise to coalitions who are already advocating on these important issues.

Goal 3: Foster strategic partnerships with service providers and businesses to better utilize existing community resources and improve service delivery.

Objective 3.1: Analyze scope and gaps of current partnerships among CSBG funded agencies.

Action Steps	Timeline	Measure of Success
3.1.a Prepare and update a matrix that lists CSBG funded agencies and their unduplicated partnerships.	Q2 2016	Partnership Matrix
3.1.b Identify gaps of providers' partnership network bi-annually.	Q2 2016	Partnership Matrix Analysis
3.1.c Provide recommendations for new partnerships to CSBG funded agencies bi-annually.	Q2 2016	Recommendations to Providers

Objective 3.2: Promote regional opportunities and resources with CSBG funded agencies.

Action Steps	Timeline	Measure of Success
3.2.a Identify and share relevant social entrepreneurship, development, and training with CSBG funded agencies.	Q2 2016	Opportunities List

3.2.b	CSBG funded agencies form official partnerships with programs.	Q4 2016	Memorandum of Understanding
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Objective 3.3: Foster partnerships between DHS services and CSBG funded agencies.

Action Steps	Timeline	Measure of Success
3.3.a Identify and update the DHS services and supports that will benefit persons served by CSBG funded agencies.	Q2 2016	DHS Services List
3.3.b Identify and support collaborations among CSBG funded agencies and other agencies within DHS.	Q3 2016	CSBG Agency List

Next Steps

As we move forward to the Implementation Phase of the Allegheny County DHS CSBG 2016-18 Strategic Plan, we must continue to monitor, adjust, and update the plan based on our progress. OCS staff will update CSAC members at least once per year on our progress towards goals, as required by the Organizational Standards. Sustainability will be achieved through active engagement of CSAC members and CSBG service providers through regular communication and trainings.

Appendix A: Strategic Plan Visual

Allegheeny County DHS Community Services Block Grant 2016-18 Strategic Plan		Measure of Success												Date Achieved				
		1st Quarter 2016	2nd Quarter 2016	3rd Quarter 2016	4th Quarter 2016	1st Quarter 2017	2nd Quarter 2017	3rd Quarter 2017	4th Quarter 2017	1st Quarter 2018	2nd Quarter 2018	3rd Quarter 2018	4th Quarter 2018					
1	Evaluate and improve service delivery through agency involvement with the intention of moving participants towards self-sufficiency.																	
1.1	Evaluate service delivery based on community needs.																	
1.1.a	Determine service delivery's scope and priorities through the lens of DHS.	X																DHS Internal Meeting
1.1.b	Solicit feedback and recommendations from providers.		X															Council Meeting
1.1.c	Convene Advisory Council subcommittee to develop service delivery plan based on recommendations.			X														Council Meeting
1.1.d	Implement service delivery adjustments as recommended by DHS and Advisory Council subcommittee.				X	X	X	X	X	X	X	X	X	X	X	X	X	Full Implementation of Changes
1.2	Define and clarify the goal of moving participants towards self-sufficiency within the confines of state restrictions.																	
1.2.a	Convene taskforce of Advisory Council, provider staff, and participants to define meaning of self-sufficiency for our program.	X																Council Meeting
1.2.b	Communicate self-sufficiency definition with CSBG provider network using multiple channels or platforms.		X	X														Definition of Self-Sufficiency
1.3	Define and clarify the best practices for agencies to use to move participants towards self-sufficiency.																	
1.3.a	Convene taskforce of Advisory Council, provider staff, and participants to design best practices for moving participants to self-sufficiency.				X													Council Meeting
1.3.b	Document and share best practices with CSBG provider network.					X												Best Practices
1.4	Training and implement the clarified self-sufficiency definition and best practices with CSBG provider network.																	
1.4.a	Design training to effectively educate CSBG staff about self-sufficiency definition and improvements to service delivery.								X	X								Training Curriculum
1.4.b	Convene trainings for CSBG staff.										X							100% of Agencies Trained
2	Develop a collaborative outreach marketing strategy directed at eligible persons, service providers, and stakeholders to increase visibility and awareness of the Allegheny County Community Action Agency, Community Services Block Grant, and service providers in Allegheny County.																	
2.1	Reach consensus on branding and strategies.																	
2.1.a	Develop DHS and contracted providers' recommendations for outreach branding and priorities.		X															DHS and Providers Meeting
2.1.b	Convene Advisory Council subcommittee to create outreach strategies based on DHS recommendations.			X														Council Meeting
2.2	Standardize branding across the Community Services Block Grant provider network in Allegheny County.																	
2.2.a	Revise DHS branding so Allegheny County Community Action Agency Self-Sufficiency Services is a program of the Office of Community Services.			X														Revised Branding Implemented
2.2.b	Require CSBG contracted providers to incorporate the brand into their electronic and print outreach materials.				X													Incorporate Revised Branding
2.3	Implement and monitor outreach effort based on revised branding and strategies.																	
2.3.a	Work with the Office of Community Relations to create a webpage that describes self-sufficiency services and how to receive services, including a map of CSBG service providers in Allegheny County.			X														CSBG Webpage
2.3.b	Develop electronic and print brochures.			X														Electronic and Print Brochures
2.3.c	Implement and monitor revised outreach materials and strategies.				X	X	X	X	X	X	X	X	X	X	X	X	X	100% of Providers Adjust Outreach
2.3.d	Assess outreach efforts and revise, if necessary.					X												Outreach Assessment
3	Foster strategic partnerships with service providers and businesses to better utilize existing community resources and improve service delivery.																	
3.1	Analyze scope and gaps of current partnerships among CSBG funded agencies.																	
3.1.a	Prepare and update a matrix that lists CSBG funded agencies and their unduplicated partnerships.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	Partnership Matrix
3.1.b	Identify gaps of providers' partnership network bi-annually.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	Partnership Matrix Analysis
3.1.c	Provide recommendations for new partnerships to CSBG funded agencies bi-annually.			X	X	X	X	X	X	X	X	X	X	X	X	X	X	Recommendations to Providers
3.2	Promote regional opportunities and resources with CSBG funded agencies.																	
3.2.a	Identify and share relevant social entrepreneurship, development, and training with CSBG funded agencies.			X														Opportunities List
3.2.b	CSBG funded agencies form official partnerships with programs.				X													Memorandum of Understanding
3.3	Foster partnerships between DHS services and CSBG funded agencies.																	
3.3.a	Identify and update the DHS services and supports that will benefit persons served by CSBG funded agencies.			X														DHS Services List
3.3.b	Identify and support collaborations among CSBG funded agencies and other agencies within DHS.				X													CSBG Agency List

Endnotes

¹ Office of Community Services. “About Community Services Block Grants.”
<http://www.acf.hhs.gov/programs/ocs/programs/csbg/about>.

² Allegheny County Department of Human Services. About DHS. <http://www.alleghenycounty.us/dhs/aboutdhs.aspx>.

³ Allegheny County Department of Human Services. OCS One Page Profile.
<http://www.alleghenycounty.us/WorkArea/DownloadAsset.aspx?id=22792>.

⁴ Ibid.

⁵ Allegheny County Department of Human Services. “Vision, Values, and Principles.”
<http://www.alleghenycounty.us/dhs/principles.aspx>.

⁶ Good, Megan, Kathryn Collins, and Erin Dalton. (2014). Suburban Poverty: Assessing Community Need Outside the Central City.