

Agency Progress Report

Report for November 2014 Board of Directors & Public

I. Executive Directors Report:

I am excited at our focus on Family Development; as we have strong programs in that area. Our programs are doing well, and staff are working hard to learn new skills to insure we can remain competent and competitive. We are taking positive steps to meet items outlined in our Strategic Plan, and will meet the grant deadline for Head Start 2015-16 program funding due Dec. 1, 2014 (thanks to hard work by many.)

Currently our primary concern for the future is whether a “Continuing Resolution” will be passed before December 11, 2014 to continue funding our programs. **It is critical that we continue to share our successes and impact of our programs** with our family, friends, community members, and legislators, as in the current political atmosphere EVERY program is under the microscope and only programs with vocal participants that can explain the outcomes of federally funded programs are likely to survive.

RTA

II. Updated Agency Strategic Plan

Strategic Plan 2014 Snapshot

1. Strategic Commitment: Stabilization (Basic Needs)= Services

- A. Emergency
 - LIHEAP
 - Special
- B. Non-Emergency
 - LIHEAP
 - Special
- C. Community Projects (as identified)
- D. New Services/Projects (Agency)**
 - Vehicle Repair Loan Program
 - Earned Income Tax Credit Project
 - Dental Assistance
- E. Other

2. Strategic Commitment: Empowerment/Development= Supports*
**i.e. Learning & Skills Development*

We will utilize four (4) central Strategies to empower those we serve: (1.) Learning Opportunities, (2.) SUCCESS Life Coaching (Case Mgmt.) (3.) Leadership Development & (4.) Asset Development.

- ❖ Pre-Work= Marketing, Engagement & Recruitment via Policy Council, Social Media (FB & www.ozarkopp.org website), Board of Directors & Community Partners.
- ❖ All Participants (non-Regular LIHEAP) receive a full family assessment to identify needs and strengths.

- A. Learning Opportunities (*Adult & Child*) (**Phase 1**)
 - Integration of Financial Literacy (*Earning and Saving \$*) Curriculum into Head Start Program
 - Lifeskills Workshops (single topic)
 - Directed Workshops- series (New Parenting Approaches, Finance, etc.); with certification if available
 - Special Topics (as identified; CPR Training, etc.)
- B. SUCCESS Life Coaching/Family Development (*Adult*) (**Phase 2**)
 - Short Term Goal Coaching (1 to 4 sessions)
 - Longer Term Goal Coaching (More intensive support and Family Development- ongoing)
- C. Leadership Development (*Adult*) (**Phase 3**)
 - Policy Council
 - Board of Directors
 - Getting Ahead in a Just Getting by World (curriculum)
 - Step Up to Leadership (curriculum)
- D. Asset Development (*Adult*) (**Phase 3**)
 - Individual Development Accounts (IDA's)

❖ **All Participants** will receive follow-up (how extensive depends on depth of involvement).

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III. Head Start

A. Terri Beard- ERSEA & Family and Community Partnerships:

ENROLLMENT UPDATE: At the end of October we had **440 children** enrolled (our funded enrollment is 440, so we are meeting that requirement.)

AVERAGE DAILY ATTENDANCE: We must meet 85% Average Daily Enrollment unless we have legitimate and documented reason(s). Our **October A.D.A. was 87.65%** (see below); therefore, we are within the regulation.

 06CH5680 - OZARK OPPORTUNITIES, INC

ENROLLMENT REPORT

ENROLLMENT

Month	Head Start	Funded	Status
October 2014	440	440	Reported
September 2014	440	440	Reported
August 2014	440	440	Reported
July 2014	Not Operational	440	Reported
June 2014	Not Operational	440	Reported
May 2014	424	440	Reported

11/19/2014
11:23 AM

Ozark Opportunities Inc. H/S

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Theard

2301 - Average Daily Attendance

Program Term: Head Start 2014-2015, Enrollment Status: Enrolled Attendance Date: 10/1/2014 - 10/31/2014, Codes counting towards present status: N - Not Scheduled, P - Present, T - Tardy

Ozark Opportunities Inc. H/S

	Present	Absent	Excused Absence	Unexcused Absence	Best Interest Day	Not Scheduled	No Class	Operating Days	ADA ¹	Funded Enrollment		Actual Enrollment ²	
										Count	% Attendance ³	Count	% Attendance ³
Alpena	313	0	22	9	0	4	1	22.00 (avg)	14.41	17	84.76%	15.82	91.09%
Bruno Pyatt	325	0	40	23	0	11	0	21.00 (avg)	16.00	18	88.89%	19.00	84.21%
Clinton Head Start	515	0	62	27	0	12	0	22.00 (avg)	23.95	30	79.85%	28.00	85.55%
Cotter Head Start	388	0	18	12	0	0	0	22.00 (avg)	17.64	20	88.18%	19.00	92.82%
Flippin	357	1	47	20	0	2	4	22.00 (avg)	16.32	18	90.66%	19.41	84.07%
Harrison	1,481	9	167	128	0	7	1	22.00 (avg)	67.64	95	71.20%	81.45	83.04%
Jasper Head Start	339	0	23	7	0	5	0	22.00 (avg)	15.64	15	104.24%	17.00	91.98%
Marshall Head Start	252	0	20	3	0	11	1	21.00 (avg)	12.52	16	78.27%	13.62	91.96%
Mountain Home I Rm 1	290	0	32	8	0	9	0	22.00 (avg)	13.59	20	67.95%	15.41	88.20%
Mountain Home I Rm 2	350	0	23	14	0	9	0	22.00 (avg)	16.32	20	81.59%	18.00	90.66%
Mountain Home II	322	0	42	8	0	2	0	22.00 (avg)	14.73	20	73.64%	17.00	86.63%
Mountain Home III	313	0	26	0	0	12	0	22.00 (avg)	14.77	16	92.33%	15.95	92.59%
Mountain Home IV	292	0	57	5	0	0	1	22.00 (avg)	13.27	20	66.36%	16.09	82.49%
Norfolk	645	1	30	8	0	20	0	22.00 (avg)	30.23	30	100.76%	32.00	94.46%
Shirley Head Start	320	0	45	6	0	0	2	22.00 (avg)	14.55	15	96.97%	16.86	86.25%
St. Joe Head Start	302	0	47	8	0	0	0	21.00 (avg)	14.38	17	84.59%	17.00	84.59%
Valley Springs	341	2	28	1	0	6	0	21.00 (avg)	16.52	15	110.16%	18.00	91.80%
Western Grove Head Start	366	0	48	6	0	0	0	21.00 (avg)	17.43	20	87.14%	20.00	87.14%
Yellville-Summit	342	0	25	14	0	0	3	22.00 (avg)	15.55	18	86.36%	17.32	89.76%
Ozark Opportunities Inc. H/S	7,853	13	802	307	0	110	13	21.80 (avg)	365.28	440	83.02%	416.74	87.65%
Report Totals	7,853	13	802	307	0	110	13	21.80 (avg)	365.28	440	83.02%	416.74	87.65%

1. ADA for each classroom is the sum of statuses selected to count as 'Present' on the setup screen divided by the Operating Days for that classroom.

Total ADA is total children counted as 'Present' divided by Average Operating Days. Because the average of all classroom ADA's is not used, the total ADA will not equal the sum of the individual classrooms.

2. Actual Enrollment is the sum of the Absent, Excused, Not Scheduled, Present, and Unexcused attendance statuses divided by Average Operating Days. No Class is the only attendance status not included in this calculation.

3. Percent Attendance is the Average Daily Attendance divided by the Count.

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B. Wanda Nelson- Nutrition, Facilities/Safety & Licensing:

Pam Surett, Harrison Head Start Cook and I attended the *ServSafe Food Managers Training* in late October. The training was conducted by Michael Sullins, Health Inspector with the AR. Dept. of Health and Trudy McManus, University of Arkansas Boone County Extension Service. This was an intensive 8 hours of training in safe food preparation, handling and storing of food served to the Head Start children and staff. We are proud to say that Pam and I both passed 😊.

2014 CACFP Reimbursements

Month	# of Breakfasts	# of Lunches	# of Snacks	Total \$ Billed
August	3,475	3,495	3,205	\$19,537.72
September	7,298	7,398	6,721	\$41,211.03
October	7,641	7,800	7,050	\$43,333.93
Totals to Date:	18,414	18,693	16,976	\$104,082.68

Facilities:

We secured a contractor to do the excavating work at Marshall to divert runoff water from our playground. This project should be completed by the P.C. Meeting.

The Clinton Head Start Center will be closed the week of Thanksgiving. Tuesday and Wednesday of that week we will have all the lights changed and/or repaired to save energy and improve the lighting situation for the children and staff.

We have several other projects in their early stages at centers:

- Alpena – additional fall zone to accommodate the “helicopter” play structure and possible repair to the siding on the building
- Shirley – construction of a bike path, fall zone and play structure for the playground. We also plan to build a small pavilion that the children can use for shade on very hot days.
- Bruno/Pyatt – building a small pavilion to be used on very hot days for shade.
- Valley Springs – improvements to the road leading to the center and the parking area.
- Mtn. Home – replenish rubber mulch in fall zone.
- Marshall – paint the building.
- Yellville – paint the building and move the ABC storage building (with the permission from the school superintendent) and replace the skirting for the building.

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C. Ryan Clayborn- Program Manager/ Education Coordinator

- All classrooms are functioning very well. Teachers are working hard and making several improvements with CLASS domains in their classrooms.
- Attended Practice Based Coaching Training which will benefit our program immensely. The training showed staff the areas in which we can improve teacher mentoring and set forth a plan to implement immediately and raise our CLASS scores.
- CLASS Training- Teachers are receiving one-on-one training and video support to improve the Instructional Support Domain.
- Books continue to roll in to help stock up our classroom libraries and Lending Libraries.
- Coordinator evaluations were completed.
- A Teacher Engagement Taskforce meeting was held. This is where teachers can voice whatever may be on their minds. We received some really good input, ideas, and areas we can improve upon in the future
- Parent/Teacher Conferences are underway and should be finished November 21, 2014.
- Self-Evaluations for teaching staff are underway as well. I have been reviewing as they arrive and will set meetings with staff to discuss and update their Professional Development Goals.
- The *Training and Technical Assistance Plan* for 2015-16 is currently being revamped and tied to our child outcomes.
- New School Readiness Goals were created in November to update our current School Readiness Agenda. These will also be tied to our child outcomes from our first Teaching Strategies Gold checkpoints.
- Coordinators updated their monthly goals and activities on the Coordinator Management Plan that is kept each month for progress. I have reviewed all Coordinators goals for the month of November.

D. Patricia Murray- Disabilities & Center Supervisor:

11/12/2014
2:02 pm
Pmurray

Ozark Opportunities Inc. H/S 3501 - Management Report - Disabilities

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ChildPlus

Program Term: Head Start 2014-2015, Enrollment Status: Enrolled, Terminated, Term/Wait Enrollment Dates: 8/18/2014 - 11/12/2014

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Child Count	Funded Enrollment	Concerns	Total Diagnosed	IEP Counts			LEA Signed IEP	Plan Type	Parent Conferences			Specific Disability Counts*	Concern Status Counts	
				% w/ IEP or IFSP	1 Signed	2 Signed			3 Signed	One	Two			Three
45	440	0	45	1 IEP(s): 30	1 Signed 29	2 IEP(s): 13	2 Signed 13	3 IEP(s): 2	3 Signed 2	IEP: 45 IFSP: 0	13	6	0	Non-categorical/developmental delay 25 Specific learning disability 1 Speech or language impairment 19

10%

1. **Center Supervision:** The second round of newly enrolled students are completed and all children have been screened within 45 days.
2. **Disabilities:** Conferences and new testing for the children referred are taking place now. We have met our 10% mandate for children with disabilities with **45 children** receiving services at this time.

E. Tawnya Akins: Health/Mental Health:

1. **Health Requirements:**

- Completed Physical Exams: 89%.
- Completed Dental Exams: 89%.
- Completed Blood Lead Testing: 95%.
- Immunizations are documented as complete, up-to-date, or waiver: 99%.
- Health Departments are behind on booking immunizations due to running out of certain vaccinations and the new qualifications that have been put into place.
- Flu shots are running late this year due to a lab testing problem. It will be around the end of November the first of December before shots will be given in the state of Arkansas.
- The first Health Services Advisory Committee (“HSAC”) Meeting was held on November 10, 2014 at the Central Office. The guest speaker was Dentist Dr. Jensen; he gave a presentation over the importance of child and adult oral health.
- Growth Assessment: 67%= Healthy Weight, 5%= Under Weight, 13%= Over Weight, and 15%= Obese
*BMI-for-age weight status categories and the corresponding percentiles are shown in the following table.

Weight Status Category	Percentile Range
Underweight	Less than the 5th percentile
Healthy weight	5th percentile to less than the 85th percentile
Overweight	85th to less than the 95th percentile
Obese	Equal to or greater than the 95th percentile

2. **Mental Health:**

The *Mental Health Professional* finished the first round of classroom observations. We are working on the reports from the observations, and I will be going over them with each teacher.

F. Krystal Mayes: Parent/Volunteer:

- Entered In-Kind (nonfederal match) entries in place of missing *Family Service Worker*.
- Currently working to have October In-Kind complete and submitted to Finance by the end of the month.
- Attended “Fall Festivals” at centers and assisted where necessary.
- Held an “In-Kind” Refresher Training for select Family Service Workers.
- Documented and organized all minutes, training, members, agendas etc. for Policy Council.
- Created an easier system of reports regarding In-Kind that I believe will benefit us greatly.
- Attended a meeting with Finance regarding the new system created to track In-Kind and explained what steps can be taken to better the process.
- Communicated with Teachers, Assistants, Finance, and FSW’s to smooth the process of documenting, entering, and checking In-Kind.
- Uploaded all Policy Council Meeting Minutes, Bylaws, Roles & Responsibilities, In-Kind FAQ, and Community/Parent Complaint Procedure onto the OOI Website.
- Attended the “Boone County Imagination Library” Board Meeting.
- Updated Facebook regularly and created a Business Facebook page for “Boone County Imagination Library”... Please “LIKE” it! ☺

G. Crystal Samsel: Enhancement Coordinator:

- Completed an Enhancement Assessment for every Head Start classroom.
- Attended Practice-Based Coaching training in Little Rock on November 3-5.
- Attended Supporting Classroom Observers Workshop in Little Rock on November 6.
- Began setting Individualized teaching staff goals for coaching/mentoring.
- Provided classroom coverage when substitutes were unavailable.

IV. Community Services

Rebecca Hanlin; Community Services Director

A. FY 2014 Home Energy Assistance Program Summary

- Robert Boyce, HEAP monitor, reviewed Summer Regular, Crisis and Assurance 16 programs October 7-9, 2014. A copy of the report is being forwarded to Board Members for review; the only finding was for an application that does not exist- we assume there was a typo, etc. at the state level, and will respond to that effect. There were no other findings; however, the state attached the following to the bottom of each page of their report
“Commendation: OOI is to be commended for its performance in the implementation of the: FY2014 Regular Assistance, Summer Crisis Intervention, Programs and Case Management Activities.”
- There are several changes expected for the FY 2015 program which include annual income, annual fuel consumption and ranking household energy burden (high, medium and low). These are only a few of the new expectations Community Action Agencies will have to meet in the new ‘Performance Standards’ for HEAP.
- Winter HEAP should start in January; we predict around the January 5, 2014. We hope to get abbreviated applications for mail-outs to elderly and/or disabled individuals who receive SNAP (Supplemental Nutrition Assistance Program, formally known as Food Stamps) in early December.

B. Outreach Services: At the end of the program year and before the Home Energy Assistance Program starts up in mid-late December Outreach staff concentrate efforts on establishing and re-establishing partnerships (and formal agreements.)

C. SUCCESS: Stabilization and empowerment program designed to assist participants in becoming self-reliant through goal development. SUCCESS is actually an acronym for: Succeed at Understanding and Conquering Challenges to Establish Stability and Self-Reliance. This program is two-fold. First, staff must help families become stable before those families can undertake steps to become self-reliant.

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SUCCESS, continued:

In the CSBG (Community Service Block Grant) Quarterly Report, Goal 1 (low-income people become more self-sufficient), is directly affected by the results of our family development/service staff and their work with individuals and families.

NOTE: This program has been suspended until we have filled the Family Development Worker position. We hope to have that filled by mid-December.

D. Technology: VPN's are now installed at all outreach locations. RaganPro will conduct training on the new opportunities this opens up for us. Current software provider Miles Technologies has been provided the new HEAP performance standards. At this time it is unknown what the costs will entail for these updates. Additional updates will be required but thus far agencies have not been informed of all the mandatory updates.

E. Updates on new programs and/or initiatives:

- 1. Income Tax Assistance-** currently working to get two VISTA volunteers from the Corporation for National and Community Service in Little Rock to assist with establishing the program in our region.
- 2. Vehicle Repair Loan-** received confirmation Nov. 19 that we will receive the CSBG Special Funds for this project; we plan to begin the project the first week of December.
- 3. Asset Building:** initiated letter of interest to Winthrop Rockefeller Foundation.
- 4. Dental Assistance:** contacted Arkansas Oral Health Coalition in Little Rock. Learned there is a new law in Arkansas that will allow Dental Hygienists to do dental exams and direct referrals to a dentist if an individual needs more than the hygienist can provide. Our hope is this will allow a hygienist to conduct dental exams on site at our facilities.
- 5. VISTA (Volunteers In Service To America):** Concept paper was submitted October 9, 2014; two target areas include Income Tax Assistance and Leadership Development.

F. Trainings/Meetings:

- 1.** Staff meeting for Community Service Staff was held November 20. It included a discussion of the Needs Matrix and Strategic Plan, a review of 2014 program year, preliminary review of changes that are set to occur for HEAP.
- 2.** ROMA Certification Training Phase 3 for Rebecca Hanlin is almost complete. There will be a field evaluation December 2, 2014.
- 3.** Wanda McMurrin and Rebecca Hanlin will attend the annual Home Energy Assistance Program (HEAP) training December 4th and 5th.

G. Staff update: Wanda McMurrin and I conducted interviews for the *Family Development Worker* position. We have a couple great candidates and are awaiting results of their computer tests, as we've partnered with Penmac to conduct computer testing on candidates we may hire.

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V. Corporate Services (& Human Resources)

Jane Bueg, Corporate Services Director- October 2014

Hires	Education	Community Services	Administration	Total
	0	0	1	1
All Terminations	Education	Community Services	Administration	Total
	0	1	0	1

Current Employment Opportunities at OOI- *unfilled as of 11/07/2014*

Position	Location	Program
Family Development Worker	Harrison	Community Services
Family Service Worker	Cotter/Mountain Home	Head Start
Teacher Assistant	Clinton	Head Start
Other/Training		
Governance Meetings: Head Start Policy Council 10/29/2014; Board of Directors Executive Committee Meeting 10/28/2014.		
GoogleApps in-kind report: \$355.00.		
Workforce Services Unemployment Claims: 2 Claims Audit: 28		
Training: Webinar – It's Not All About "Y." It's Time to Prepare for Generation Z; CAA Region VI Annual Conference: An Auditor's Look at <u>Internal Controls</u> ; <u>Organizational Standards</u> ; <u>Social Enterprise</u> .		
Family Medical Leave Requests & Tracking: 1.		
Board of Director's Executive Committee Minutes- completed and submitted.		
Enroll Life Insurance Benefit: 1.		
Enroll Health Insurance Benefit: 0.		
Enroll Dental Benefit: 0.		
Beneficiary Forms Employee Life Insurance: 50.		
Workers Compensation Claim: 1.		
2008 Dodge Caravan Windshield Claim.		
Technology: DVD player software, printer, internet access upgrade for Harrison IV; P.C. Clean-Up.		
Interviews: Family Service Worker & Finance Coordinator.		
Orientation: Finance Coordinator.		
Dental Benefits- price quotes and paperwork to enroll agency.		

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Ozark Opportunities Inc. Needs List and Strategic Approaches 2013-14

A.	Stabilization: (Family, Community, Agency)	1= Initiate/Startup, 2= Maintain, 3= Advocate/Educate/Research, 4= Partner				OOI Program	Status	Community Resource
		1	2	3	4			
1	Shortage of affordable before & after-school and summer programs for low income children.	X		X	X	Head Start	Head Start Restoration grant included extension of class time up to 3:15 pm.= first step toward meeting needs of families.	Norfolk Church, Mtn Home Cooper Center, Leslie U.M.
2	Accessibility to basic, affordable healthcare services are needed; i.e. dental, vision, doctor visits, etc.	X		X	X	SUCCESS (CSBG & A-16), Head Start	ACA increased coverage; assistance provided as funds are available. DENTAL SERVICES beyond extraction are needed; completing updating of Needs Assessment in this area. Providing dental coverage to all staff as of 1-2015. Also see #8; below.	Share & Care, Christian Free Mission, Salvation Army, Lion's, Kiwanis, Shriners, Wal Mart Eye, DHS, Local Health Units and Clinics
3	Hunger is a problem for many people and they are unable to obtain healthy foods. (Elderly, Disabled, Children, and Families.)			X	X	SUCCESS (CSBG & A-16), TEFAP, Head Start	Discontinuing TEFAP Commodities; met with NW Ar. Food Bank and are coordinating distribution of information to communities.	SNAP, Children's Ministries, FB or NCA, local churches, Share & Care, House of Hope, Sr. Centers, AAonA, Meals on Wheels.
4	Substance & Drug Abuse result in broken homes and neglected children.			X		N/A.	Research; cannot address with current resources.	OMART, R?
5	People with Mental Health needs are unable to get their medication or attend appointments.			X		N/A.	Research; cannot address with current resources.	VA Transport, DHS, Health Units, NAPHE
6	Individuals and Families have emergencies and need assistance.		X	X	X	SUCCESS (CSBG & A-16), LIHEAP, TEFAP, Head Start	Maintaining current offerings and researching additional opportunities to provide services.	Share & Care, House of Hope, Salvation Army, Local Churches, Community Groups, DHS, Ministerial Alliance, Local Battered Women Shelters, Transitional Housing
7	Families don't have enough income to meet basic needs.	X		X	X	SUCCESS (CSBG & A-16), LIHEAP, TEFAP, Head Start	VITA/EITC program primary goal in new year; additional research into other programs needed.	Share & Care, DHS, VITA, Wear & Share, Salvation Army, House of Hope, Local Churches, HOPE, SC Rural Help Center, Power of Care
8	Lack of reliable transportation is a barrier for low income people.	X		X	X	SUCCESS (CSBG & A-16), Head Start	Have garnered one time resources to create a Vehicle Repair/Maintenance Loan Program.	DHS, NATS, VA Transportation, Auto Training Centers (NAC, NA Career), Cross Roads
9	Unemployment results in families not being able to make ends meet.	X		X	X	SUCCESS (CSBG & A-16), LIHEAP, TEFAP, Head Start	Maintaining current offerings; needs additional research. Planning on integrating job readiness into future offerings of HS/SUCCESS Collaboration. Re-establishing involvement in ACCESS Project in Mtn. Home.	Share & Care, DHS, VITA, Wear & Share, Salvation Army, House of Hope, Local Churches, HOPE, SC Rural Help Center, Power of Care
10	Inadequate available housing- there is a shortage of safe and affordable housing.				X	Outreach & CD components.	Partner with providers in area to provide referrals.	NWRHA, Harrison Hsg, WRHA, BCSS, Private Developers, Area Agency on Aging, House of Hope
11	Homes need modification or renovation to make them safe, accessible, and/or energy efficient.				X	Outreach & CD components.	Partner with providers in area to provide referrals. Provide A16 case mgmt. and trainings.	NWRHA, Harrison Hsg, Fuller Center for Housing, Project Surge (VBC)
12	There is no "blueprint" or "Master Plan" of service delivery in communities which leads to duplication of services and gaps that keep families from improving their situation.	X		X	X	N/A; NEW	Newly Identified during Strategic Planning Session. Have begun discussions in Baxter and Boone Counties to begin the "MASTER PLAN".	Misc.
13	Individuals, Families, and Communities don't know what services are available from providers (not just OOI).	X		X	X	N/A; NEW	Newly Identified during Strategic Planning Session.	Misc.
A. Stabilization (continued):								
Organizational Capacity (Agency):		1= Improve/Upgrade/Do, 2= Review, 3= Maintain						
		1	2	3	Status			
1	Non-federal funds are needed to insure organizational health.	X			Primary goal for capacity building= prepare core databank for grantwriting. Already have several staff preparing small grants for project-specific support. Looking for ways to expand into fee-for-service and fundraising events (external funds)			
2	Infrastructure Development, including Technology Plan.	X			Technology Plan Phase 1 (central office updates) completed. Phase 2 complete; Technology Plan updated by end of year.			
3	Data Collection.		X		Considering CAP60 Tracking Software; H.S. transitioning to Teaching Strategies Gold, which (when paired with ChildPlus) will allow "dis-aggregation" of data. ALL customers are input into central data system for tracking and reporting on a point-in-time basis. System designed to meet needs of stakeholders.			
4	Problem (Needs) Assessment.		X		Ongoing; Partner & Client Surveys completed for current year.			
5	Internal Policy/Procedure Assessment.		X		Round 1 completed; Round 2 (updating specific areas as needed in preparation for new HS program year) underway.			
6	Strategy Development (& Goal Setting).			X	Ongoing process; Need to plan another planning session in December...			
7	Risk Assessment		X		Updated Agency Self Assessment done in August 2014; HS Self Assessment & Triennial Review complete.			
8	Partner Development.	X		X	Ongoing; adding new partners as new initiatives gain steam; invited partners to Strategic Planning session on 7-31-14 and plan to add additional members for next session in Sept. 2014.			
	New Need Added to Matrix							
	Need is high priority							
	Need must have additional research							

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B.	Empowerment/ Development (Family, Community, Agency)	1= Initiate/Startup, 2= Maintain, 3= Advocate/Educate/Research, 4= Partner						
		1	2	3	4	OOI Program	Status	Community Resource
1	Low income people (youth and adults) don't have access to leadership skills training.	X			X	SUCCESS (CSBG & A-16), Head Start	Policy Council & Board training underway- working on trying to implement "Getting Ahead in a Just Getting By World", and "Step Up to Leadership".	Getting Ahead, WIA, Poverty Simulation, FBLA/FFA, 4-H
2	Limited Life-Skills training is available (includes Nutrition, Healthy Interactions, Parenting & Financial Literacy)		X		X	SUCCESS (CSBG & A-16), Head Start	Parenting and Financial Literacy two primary areas; Nutrition and as-identified by families are others in process.	Univ. Extension, Library, Internet, College/Vo-tech schools
3	School Readiness (up to 3rd grade) is needed to insure children can succeed later in school.		X		X	Head Start	Head Start Program addresses this need directly; need to research other options/ i.e. project to continue working with HS families after children go on to public school (aspect of SUCCESS?)	ABC, 3rd Grade Reading Initiative, Early Head Start
4	Early child care is limited and expensive (0-3 years old.)	X		X		N/A.	Plans to convert HS Slots to EHS in 2016-17 year.	Newton County S.S. Early Head Start, others by location (private pay or voucher.)
5	Families have Inadequate Education and Literacy levels.			X	X	SUCCESS (CSBG & A-16), Head Start	Maintaining current offerings; needs additional research.	Local Literacy Councils, ABE/GED, Extension, Library, Internet, College/Vo-tech schools, Career Pathways, TRIO
6	Entrepreneurial enterprises (both for- and non- profit) need support to grow and prosper.			X	X	Community Services	Partner with providers and refer those interested.	VISTA, Local Chambers of Commerce, SCORE
7	Job Readiness Skills are lacking/ People can't get jobs due to not having proper training or education level. (i.e. formal training)	X		X	X	SUCCESS (CSBG & A-16)	Maintaining current offerings; needs additional research.	Workforce Services, ACCESS, US Dropout Prevention, Local Literacy Councils, ABE/GED, Extension, Library, Internet, College/Vo-tech schools, Career Pathways, TRIO, Getting Ahead, VISTA
B. Organizational Capacity (Agency):		1= Improve/Upgrade/Do, 2= Review, 3= Maintain						
		1	2	3	Status			
1	Agency staff need leadership, personal, and professional development opportunities.		X	X	Professional Development Plans on all staff; updated yearly. Have added additional support for post-secondary education (i.e. college credit) via the Educational Opportunity Grant Program.			
2	Volunteers are needed to insure programs have enough help to meet the need.	X			Applying for 2 VISTA Volunteers; currently utilizing volunteers when available for all programs. Have volunteer component in Head Start- track hours and use for Nonfederal Match.			
3	Organization needs Community Involvement to insure programs are recognized, accessible, and clients are receiving services and assistance they need.		X	X	Agency engaged with partners to assist customers; Technology (internet, website, & FB) used to help share information.			
4	Customer/Community Engagement & Referral.	X		X	CUSTOMER= Ongoing. COMMUNITY: Planning for coming year; agency staff will be more involved with Community Partners and affairs.			
5	Advocacy (i.e. Message & Materials Development & Communication System.)	X		X	Currently have limited engagement with state and federal Legislators- area of improvement for coming year. Social Media (and website) gaining popularity. Marketing & Communication Plans need update and expansion. Agency E.D. devising plan to engage in coming months.			
	New Need Added to Matrix							
	Need is high priority							
	Need must have additional research							