MORRIS COUNTY COLLABORATIVE STRATEGIC PLAN: 2020 - 2023

Presented by: Cynthia B. Nunn
Alliance for Greater Works, Consultant
August 11, 2020

Morris County Collaborative Strategic Plan
Table of Contents

Letter to the Morris County, Texas Community & Stakeholders

Morris County Collaborative Board
Morris County, Texas

August 11, 2020

To the Morris County Community and Stakeholders:

Beginning in April, 2020, the Morris County Collaborative (MCC) Board was engaged in a Strategic Planning process that concluded August, 2020. The Board was able to participate in the Strategic Planning process due to the generosity of The Hogg Foundation, through the support of the Lead Organization, the Alliance for Greater Works and its President and CEO, Mrs. Sherrye Willis, and staff, and with the facilitation of our consultant, Mrs. Cynthia B. Nunn, who guided us through this process.

We are grateful to Mrs. Margine Mims, organizational founder, who has provided the incentive to work on behalf of the people of Morris County, Texas. With her commitment, resources and leadership we will continue to move the organization forward. The members of the MCC Board are to be commended for their extraordinary insight, commitment, and resources applied to this process and their approval of the 2020 – 2023 Strategic Plan.

The purpose of engaging in strategic planning was to prepare the Morris County Collaborative Board to identify issues of concern for five cities in Morris County, Texas: Cason, Dangerfield, Lone Star, Naples and Omaha; plan and implement programs, activities and advocacy opportunities that will achieve community well-being and reduce mental health and health and economic inequities with a focus on Historically Excluded Groups (HEG's). The identified issues and plan strategies will allow the MMC to achieve its mission to "Create resources and provide education that will improve the overall well-being in our communities" and its vision: "Morris County Collaborative listening to all citizens to make their voices heard. We are striving to bring citizens together to find common goals that will improve the lives of our residents."

The planning process began with Board Training with current Board members participating in those sessions. The Strategic Planning process was presented in six phases, the results of which are contained in the 2020 – 2023 Strategic Plan.

The MMC Board is committed to delivering life-altering, community sustaining programs that will transform our communities and make life better for our citizens. We cannot achieve these results alone and will rely on committed partners from the business, government, nonprofit, civic, education and religious sectors to utilize existing assets in our community as we forge new and existing relationships in the implementation of our Strategic Plan.

We welcome you to review and share your reaction to our Strategic Plan and then participate with the MMC Board as we engage in the work of equity, well-being, and transformation for the people of Morris County, Texas. Together, we will be a stronger community!
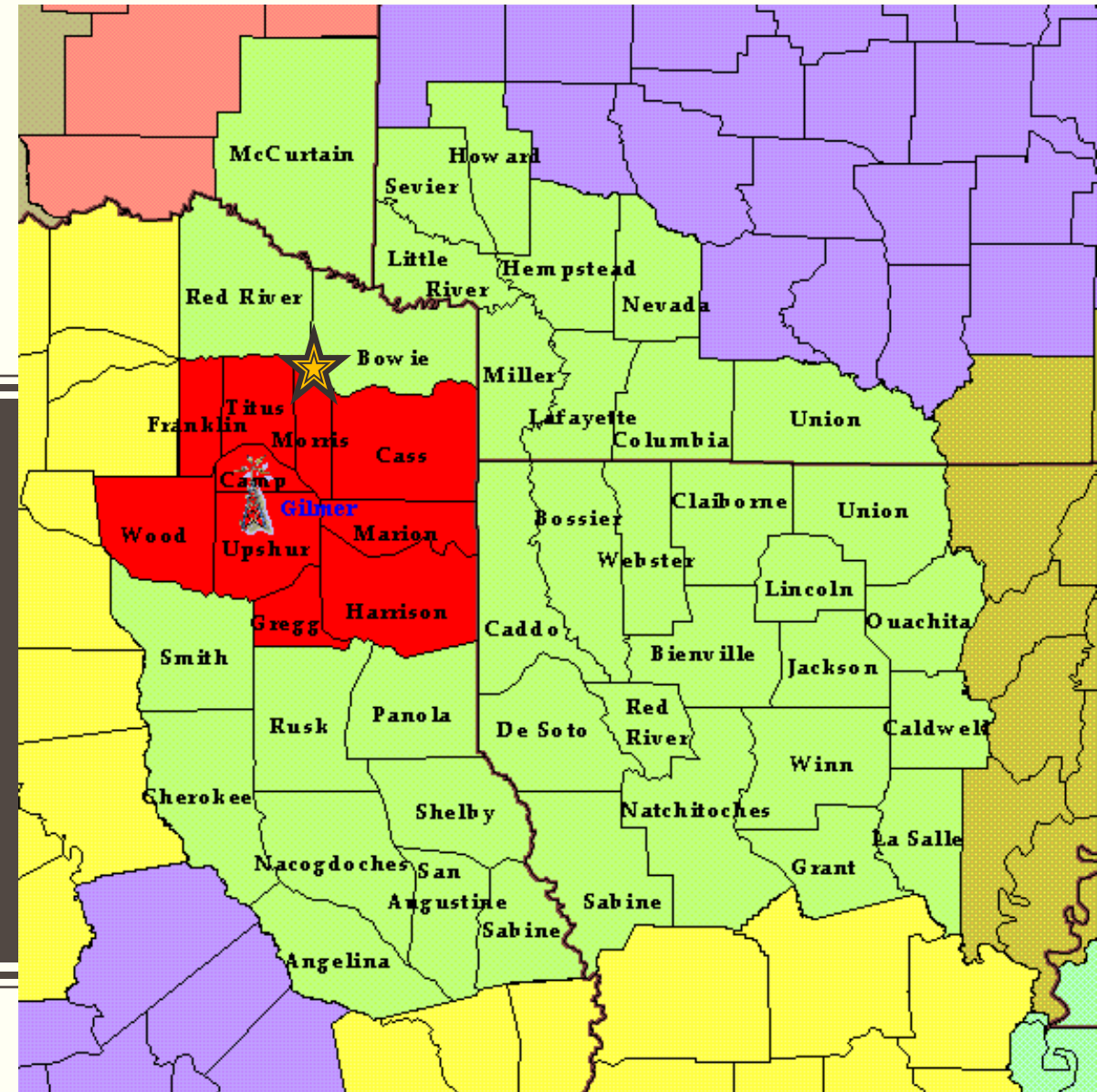
Respectfully,

Greg Frazier, Board President

Morris County Collaborative

EXECUTIVE SUMMARY

MORRIS COUNTY COLLABORATIVE ORGANIZATIONAL BACKGROUND

Morris County Collaborative Executive Summary
Organizational Background

The Morris County Collaborative worked with the Northeast Texas Community College, serving as its fiscal agent, to apply to the Hogg Foundation's "Well Being in Rural Communities" initiative. Through the grant it proposed that the organization would request and subsequently received a grant to deliver the CURP - Capacity Building, Unification and Revitalization Program for Morris County, Texas. The program goals were to provide better care through engagement of private and public sector partners, to understand, assess community capacity, readiness for change, social potential, and robustness of social capital, to promote better health by creating a strategic plan and timelines, with projected outcomes and lower health care costs by building technical, financial and political skills for stakeholders, community members and advocates.

Through the findings of Community Assessment Data for Morris County identified in November, 2019, it was determined that the County Health Rankings were 242 out of 244 for health outcomes, 214 out of 244 for social & economic factors, and 208 out of 244 for quality of life factors. The question of what is driving the health outcomes of Morris county was raised. Other pressing issues included lack of sufficient places for residents for recreation, not enough jobs, difficulty in finding a job, insufficient pay, lack of County-wide transportation, no youth center, lack of affordable housing, lack of connectedness of residents to community resources, residents not feeling part of the community and lack of Internet access for all residents. These issues created the need for the Morris County Collaborative to move into action, form a nonprofit 501 (c)(3) corporation and begin the work of addressing the issues that have caused inequities for residents in the five cities addressed in this Strategic Plan.

Morris County Collaborative Executive Summary
Organizational Background

Morris County Collaborative is working in partnership and being supported by the Alliance for Greater Works on a Well-Being in Rural Communities project that is a collaborative goal with other rural counties in Texas. A Common Agenda has been developed for the project through which all rural counties participating will have the opportunity to share information on issues and concerns in their county and strategies to improve the well-being of citizens. This will inform other rural communities on how to move forward through best practices and recommendations for the future.

The Morris County Collaborative Board (MCC) was established in 2018 with this mission to "Create resources and provide education that will improve the overall well-being in our communities." That mission is to drive action toward their vision: "Morris County Collaborative listening to all citizens to make their voices heard. We are striving to bring citizens together to find common goals that will improve the lives of our residents." Their core values were established during the strategic planning process in April, 2020. Not just words with meaning, but meaning to the reason these words were chosen and upon which MCC can stand as a foundation for operations and actions: Accountability (doing what you say you will do and what you value); Communication (talking to each other the right way, sharing information openly and without fear); Empowerment (using their voices for positive change); Equitability (having a level playing field with an opportunity for everyone); Faith (believing in what is right and making good on your word); Growth (leaving the community better than you found it); Integrity (doing the right things for the right reasons); and Teamwork (working together toward a common goal.)

Morris County Collaborative Executive Summary
Organizational Background

- **Legal Name:** Morris County, Texas Collaborative

- **Time Period in Existence:** Founded in 2018 by *Margine Mims;*

- **Legal Status of Organization**: Texas 501 (C)(3), 2018;

- **Staffing Profile and Structure:** Board of Directors, Part Time Program Coordinator, Ginger Smith, currently paid through the Hogg Foundation Grant.

- **Board Structure**: President, *Greg Frazier*; Vice President, *Joan Cook*; Secretary, *Beverly Austin*; Assistant Secretary, *Daryl Martin*; Treasurer, *Audrea Caraway*; Assistant Treasurer, *Vacant*; Parliamentarian – *Charlesetta Bruce*

- **Executive Committee:** President, *Greg Frazier*; Vice President, *Joan Cook*; Secretary, *Beverly Austin*; Assistant Secretary, *Daryl Martin*; Treasurer, *Audrea Caraway*; Assistant Treasurer, *Vacant*; founding Director, *Margine Mims;* Community Health & Medical Liaison, Resource Manager, *Martha Baker*; Parliamentarian – *Charlesetta Bruce*

- **Other Board Members:** Kristi Barrientes, Mona Brown, Kenneth Frederick, Denise Ingram, Ed Johnson, Alfred Key, Marguerite Morris, Maudine Peters, Randy Seybert, Tolitha Teddelton and Charlie Young

- **Board Committees:**

- ❖ Communications/Public Relations Committee – *Beverly Austin, Chair; Kristi Barrientes, Co-Chair*

- ❖ Community Health & Medical Liaison / Resource Management 'Resource' Committee - *Martha Baker, Chair*

- ❖ Community Liaisons / Logistics / Ambassadors Committee,- *Vacant Chair*

- **Board Committees, Continued:**

- ❖ Economic Development Committee - *Beverly Austin, Chair*

- ❖ Executive Committee – *Greg Frazier, Chair*

- ❖ Fund Development / Grant Policies Committee – *Margine Mims, Chair*

- ❖ Governance Committee - *Charlesetta Bruce, Chair*

- ❖ Ministerial Alliance / Life Works Committee, - *Kenneth Frederick, Chair*

- ❖ Nominating Committee - *Kenneth Frederick, Chair*

- ❖ Training and Development Committee - *Joan Cook, Chair*

- ❖ Titus Regional Medical Center (TRMC) Community Liaison Ad Hoc Committee – *Maudine Peters, Chair*

- ❖ Youth Task Force - *Alfred Key, Chair*

Morris County Collaborative Executive Summary
Organizational Background

- **Need Served Status**: Espouses health and wellness, mental health, health equity, economic development, personal empowerment, training and development, against the threat of extreme poverty and poor health.

- **Geographic Regional Served**: Morris County, Texas: including the cities of Dangerfield, Omaha, Naples, Lone Star, Naples, and Cason.

- **Target Audience**: All residents in the community, especially historically excluded and marginalized residents.

- **Successes of Past Year**: Completed County-Wide Assessment of Needs, Completed Cultural Humility Training, County-Wide Health Fair (11/2019), Child Media Screening, Health Information Booths, Community Cafés, Town Hall Meetings.

- **Anticipated Challenges**: Impact of Covid-19, sheltering in place, lack of high speed internet, bringing people to the table to understand issues and needs, equitable representation from all cities in the County, eliminating the false notion that change is not needed in Morris County.

Morris County Collaborative Executive Summary
Target Market, Vision, Mission & Core Values

- Who We Serve: All residents in Morris County; especially the historically excluded and marginalized communities; youth to senior citizens, homeless, un-and under employed.

- Vision: MCC listening to all citizens to make their voices be heard. We are striving to bring citizens together to find common goals that will improve the lives of our residents.

- Mission: Create resources and provide education that will improve the overall well-being in our communities.

- Core Values:

1. **Accountability** (Doing what we say we will do, what we value and valuing what we do);

2. **Communication** (Talking to each other in the right way, sharing information, listening, speaking openly and without fear);

3. **Empowerment** (Using our voices for positive change);

4. **Equitability** (Having a level playing field with an opportunity for everyone);

5. **Faith** (Believing in what is right and making good on our word; absence of fear);

6. **Growth** (Being better tomorrow than we were yesterday; leaving a community better than we found it);

7. **Integrity** (Doing the right things for the right reasons; being honest, demonstrating morality); and

8. **Teamwork** (Working together toward a common goal.)

Morris County Collaborative Executive Summary
Core Goal and Strategic Planning Process

Core Goal: There is one core goals for MCC that is divided into three areas of emphasis:

- One – To determine and address the root causes of inequities and gain equity for citizens in Morris County, Texas;

- Two – To address and improve mental health, resilience, community well-being, economic development, personal empowerment, training and development, against the threat of extreme poverty and poor health in Morris County, Texas; and

- Three – To engage and keep involved Historically Excluded Groups (HEG's) in self and community improvements in Morris County, Texas.

Strategic Planning Process: The Strategic Planning process was preceded by "Building Your Best Board" training that was provided in two sessions. It began with a review of a Board Assessment and revealed areas of challenge and agreement from Board members on how much they understood about the responsibilities of governance and board structure, and their readiness to engage in the strategic planning process. Significant issues were placed in the Strategic Plan as measures to predispose the Board to organizational success. The participation level for the planning process included an average of 63.3 percent of the current board members.

Morris County Collaborative Executive Summary
Strategic Planning Process

The process used to create the Strategic plan was undertaken in Six Phases:

- Phase One – An introductory meeting with the Alliance for Greater Works, the Consultant, Cynthia B. Nunn, and key Board members to gather background data, determine the organizational structure, review the MCC's Community Assessment, and reach agreement on a planning strategy.

- Phase Two – Provide training on Board Best Practices and preparation for planning, effective governance strategies, vision, mission, core values, structure and operations, evaluation and meeting management.

- Phase Three – Determine who MCC is serving, developing S.M.A.R.T. Objectives, a People Development Plan, and create a Marketing Plan.

- Phase Four: Develop the Operating Budget for the first year with income, organizational expenditures and expenditures for each of the nine objectives that had been identified, and build a strategy to raise funds to sustain the organization and support the implementation process.

- Phase Five – Conduct the Situational Analysis including Internal Factors: Strengths and Weaknesses, and External Factors: Opportunities and Threats; a Risk Analysis and develop Measurements for Success.

- Phase Six - Develop of the Management Plan and Action Plan with Quarterly Outcomes by year, and present a sort of that information by Responsible Parties.

The culminating session was the Consultant's opportunity to deliver the finalized Strategic Plan to the Board. This was completed on August 11, 2020 in a two-hour session that included the Board and staff members of the lead agency for "Well-Being in Rural Communities", the Alliance for Greater works.

Morris County Collaborative Executive Summary
Plan Evaluation and Expressions of Gratitude

Plan Evaluation: The evaluation of the plan will include the full Board taking responsibility to provide and receive clear communication from Board Committees serving as Responsible Parties for each of the nine objectives and their measures over the life of the strategic plan. Time will be provided to Board Committees on the board meeting agendas to ensure the flow of information and opportunities to provide support and approvals for any changes to the strategies that will improve outcomes. Each Board Committee will develop a committee charter that outlines the roles and responsibilities and the work they will undertake to deliver results on the strategic plan. Each Board Committee will report to the full Board on strategic plan progress, keeping the document as a active instrument that is adaptable and relevant.

Expressions of Gratitude: The Morris County Collaborative Board is grateful to the Hogg Foundation as the funder for this strategic planning process and for its concern for helping Historically Excluded Groups to find a place at the table for input regarding community concerns and for engagement in approving and receiving services that create well-being in the community. MCC expresses its thanks to the fiscal agent, the Northeast Texas Community College, Mr. Jon McCollough and Mrs. Shannon Cox-Kelley for their support in grant development and fiscal responsibility. MCC is deeply grateful to the lead organization, the Alliance for Greater Works, its President & CEO, Mrs. Sherrye Willis, and for the staff members who worked diligently to support the strategic planning process: Ms. Angela Johnson, Mrs. Comfort Brown, Ms. Jennie Chandler, and Ms. Jada Spruill, Intern. The MCC Board is also grateful to Mrs. Cynthia B. Nunn, the consultant hired by the Alliance for Greater Works to facilitate the strategic planning process and guide the Board toward the successful completion of the Strategic Plan and her counsel regarding issues that were brought up during the process.

Morris County Collaborative Executive Summary
Additional Information

Appendices: Appendices are included to provide additional information and strengthen understanding of the Strategic Plan. Some additional information has been presented to the Morris County Collaborative Board to use in tracking the Strategic Plan and its Action Steps: Excel Spreadsheets were developed for Objectives and Measures sorted by Dates and Objectives, Measures sorted by Dates and Responsible Parties; and Gantt Charts to track Objectives and Timelines and Advocacy Issues. Included in the Appendices of this Plan are the following:

- Appendix #1: S.M.A.R.T. Objectives, Measures & Responsible Parties, pages 48 through 58

- Appendix #2: Advocacy Issues, pages 59 through 61

- Appendix #3: Marketing Plan, pages 62 through 73

- Appendix #4: Situational Analysis (SWOT), pages 74 through 76

- Appendix #5: Risk Analysis, pages 77 through 79

MORRIS COUNTY COLLABORATIVE GOALS & OBJECTIVES

(THE S.M.A.R.T. OBJECTIVES WITH DATE RANGES, HOW TO MEASURE, RESPONSIBLE PARTIES AND AREAS NEEDING SUPPORT OR GROWTH, AND ADVOCACY ISSUES ARE FOUND IN THE APPENDICES, APPENDIX #1, PAGES 48 THROUGH 61)

Morris County Collaborative
Overarching Goals (Tied to all Nine Objectives)

Goal One: To determine and address the root causes of inequities and gain equity for citizens in Morris County, Texas.

Goal Two: To address and improve mental health, resilience, community well-being, economic development, personal empowerment, training and development, against the threat of extreme poverty and poor health in Morris County, Texas

Goal Three: To engage and keep Historically Excluded Groups (HEG's) involved in self and community improvements in Morris County, Texas.

Morris County Collaborative
Objectives

➤ Objective #1 – Youth Initiative: Create impact with dynamic programs and outcomes for youth through the development of a safe place with access to technological advancements and engagement in person, special educational and like skills programming.

➤ Objective #2 – Economic Empowerment: Create and improve access to and preparation for opportunities for employment and services that prepare people and business owners to succeed in a sustainable business environment.

➤ Objective #3 – Historically Excluded Communities: Create equity among all communities through opportunities that encourage open dialogue and promote unit.

➤ Objective #4 – Marginalized Communities: Create healthy, wholesome and engaged communities and promote better living through access to resources and programs that resolve inadequacies and barriers to nutritional food and safe water, health care, mental health care and housing.

Morris County Collaborative
Objectives

➢ Objective #5 – Un- and Under- Employed: Provide programs and services and remove barriers to create livable wages and sustainable employment for citizens.

➢ Objective #6 – Homeless: Provide proactive services to equip individuals to move toward in independent daily living practices that will promote safety and well-being.

➢ Objective #7 – Senior Citizens: Provide and increase access to services for senior citizens that enhance social outlets, education and that fosters safely in the home.

➢ Objective #8 – Organizational Development & Governance: Create a high performance Board of Directors that demonstrates good governance, where there is equity and trust, and where all members are engaged.

➢ Objective #9 – Marketing & Communications: Create brand recognition in conjunction with mission and increase agency visibility to all communities served. Position MCC to be recognized as an agency of choice in programming to marginalized communities.

MARKETING & COMMUNICATIONS PLAN

Eleven groups have been targeted in the MCC Marketing & Communications Plan. Each group has the following issues addressed: what the audience needs to hear; the best way to communicate with the target group; the schedule and frequency of the communications outreach; and, how the message reach will be measured. The full explanation of each of the 11 target groups can be found in the Appendices, under Appendix #4, pages 62 through 73.

Morris County Collaborative
Marketing and Communications Plan – 11 Target Groups

- #1: MCC Board of Directors

- #2: Youth

- #3: Historically Excluded Groups & Marginalized Communities

- #4: Un- and Under- Employed

- #5: Homeless

- #6: Senior Citizens

- #7: City/County Government

- #8: Schools

- #9: Churches

- #10: Other Community Stakeholders – Employers

- #11: Other Community Stakeholders – Organizations and MCC Partners

MEASUREMENTS

FULL INFORMATION ON OBJECTIVES WITH TIMING, MEASURES, RESPONSIBLE PARTIES AND NEEDS FOR SUPPORT OR GROWTH ARE FOUND IN THE APPENDICES, APPENDIX #1, PAGES 48 THROUGH 58.

Morris County Collaborative
Measurable Components, When & How to Measure

- Objective #1. Youth Initiative: Create impact with dynamic programs and outcomes for youth through the development of a safe place with access to technological advancements and engagement in personal, social, educational and life skills programming.

- Objective #2. Economic Development: Create and improve access to and preparation for opportunities for employment and services that prepare people and business owners to succeed in a sustainable business environment.

- Objective #3. Historically Excluded Groups: Create equity among all communities through opportunities that encourage open dialogue and promote unity.

When to Measure

- For the first year, and thereafter, at the end of each Quarter; Semi Annually and/or Annually

- For the duration of the program or activity

How to Measure

- Program Evaluations – Semi- Annually first year; annually thereafter

- Participant Surveys (after each training/activity)

- Collect data from all surveys to inform measures of success and/or improvement.

- Requirements of MOU's and Partnership Agreements – Quarterly and Annually

Morris County Collaborative
Measurable Components, When & How to Measure

- Objective #4. Marginalized Communities: Create healthy, wholesome and engaged communities and promote better living through access to resources and programs that resolve inadequacies and barriers to nutritional food and safe water, health care, mental health care and housing.

- Objective #5. Un- and Under-Employed: Provide programs and services and remove barriers to create livable wages and sustainable employment for citizens.

- Objective #6: Homeless: Provide proactive services to equip individuals to move toward independent daily living practices that will promote safety and well-being.

- Objective # 7: Senior Citizens: Provide and increase access to services for senior citizens that enhance social outlets, education and that fosters safety in the home.

When to Measure

- ❖ For the first year, and thereafter, at the end of each Quarter; Semi Annually and/or Annually

- ❖ For the duration of the program or activity

How to Measure

- ❖ Program Evaluations – Semi- Annually first year; annually thereafter

- ❖ Participant Surveys (after each training/activity)

- ❖ Employer Surveys for Objective #5

- ❖ Collect data from all surveys to inform measures of success and/or improvement.

- ❖ Requirements of MOU's and Partnership Agreements – Quarterly and Annually

Morris County Collaborative
Measurable Components, When & How to Measure

- Objective # 8: Organizational Development and Governance: Create a high performance Board of Directors that demonstrates good governance, where there is equity and trust, and where all members are engaged.

When to Measure

❖ For the first year, and thereafter, at the end of each Quarter; Semi Annually and/or Annually

❖ For the duration of the Board tenure

How to Measure
❖ Board Evaluations: (MES) implemented by the Learning Team (Grant).

❖ Collect data from all surveys to inform measures of success and/or improvement.

❖ Annual Assessment: Use a governance assessment tool

❖ Vetting Tool: New board members

❖ Retention Strategy: Support retention measures

❖ Exit Strategy Tool: When board members leave and to encourage retention

Morris County Collaborative
# Measurable Components, When & How to Measure

• Objective # 9: Marketing and Communication: Create brand recognition in conjunction with mission and increase agency visibility to all communities served. Position MCC to be recognized as an agency choice in programming to marginalized communities.	<u>When to Measure</u> ❖ For the first year, and thereafter, at the end of each Quarter; Semi Annually and/or Annually ❖ For the duration of the organization's existence <u>How to Measure</u> ❖ Documented feedback from Emails ❖ Evaluations that show increased participation ❖ Responses from stakeholders ❖ Program surveys (after each activity/event) ❖ Networking /collaborations reports from other entities serving the target groups

The 4 Practice Areas of Deliverables Based Planning℠
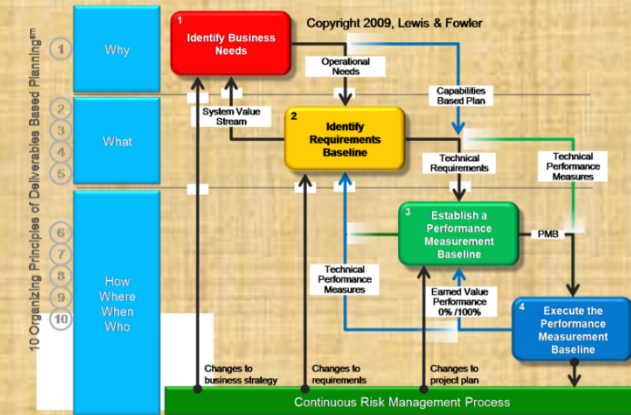
MANAGEMENT PLAN

Morris County Collaborative Executive Summary Periodic Evaluation of the Plan

Create the intended strategy. The MCC Board put a lot of time into the Strategic Plan document. After working on this document for months, don't miss obvious flaws. Reread the Plan and periodically review it and consider the followings:

- **Connect mission to vision.** All of the goals and strategies align with the vision and support the mission. If there are outliers, modify or delete them. Keep your energy focused on reaching the vision.

- **Ensure the plan is realistic.** Over planning is a common problem. Consider pushing some deadlines out further than you originally anticipated.

- **Ensure the plan is integrated.** Make sure that all the elements of your plan support each other.

- **Ensure progress on the plan is easy to follow.** Using a Gantt Chart will keep you going in the right direction. You will be able to tract your progress on all Objectives and Measures and track the success of each Board Committee over the life of the Plan.

- **Ensure the plan is complete.** Identify any holes in your plan or potential activities that are unsupported.

- **Ensure the document is clear.** Write down the goal and action items that make sense in the moment and also six months later.

- Make sure every statement is explicit so everyone knows what is intended.

- Make sure your plan is consistent with the elements of the Common Agenda that has been provided by the Lead Organization – Alliance for Greater Works.

Morris County Collaborative Executive Summary Refreshing Objectives & Assessing Components

Refreshing Objectives

- Plan for intervals of time to review the strategic plan with the Board and key stakeholders.

- The leadership of the Board along with the Chairs of Committees, acting as the responsible parties, should be consistent in bringing updated information on the progress of the Strategic Plan to Board meetings, and having those reports as part of the board meeting agendas.

- Rotate the reporting by setting a criteria for reporting, (e.g. key events/activities based on time of implementation, need for timely updating due to the critical nature of an event/activity, need for funding to move the strategy forward, need for support in achieving success with objectives and measures, and new opportunities, challenges and threats that have presented since the strategic plan was completed)

Assessing Components

- Each Committee, acting as the responsible party on each objective and its measures, must have an internal plan: #1 - How they will conduct their work and evaluate the objectives and measures over time; #2 - How and when they will provide on-going communication of that information to the Board; and #3 - Progress on implementing their plans to support the Board in reaching the success on achieving mission and vision.

- The Board is ultimately responsible for assessing the plan, determining the progress of the plan, and determining the need for change. With input from the responsible parties, the board will authorize changes to objectives, measures, success strategies, time, costs, contractual relationships and agreements and other considerations that require board action.

ACTION PLAN:
BY YEAR & BY QUARTER

Morris County Collaborative Executive Summary
Action Plan (By Year, By Quarter)

Q2: April – June, 2020 (4 Issues)

- Obj #2 Econ Dev - #3: Expand business development and employment opportunities; increase for Morris County residents via MCC Board members joining City/County boards and attending City Council meetings. **Economic Development Committee (Beverly Austin); Governance Committee (Charlesetta Bruce)**

- Obj #2. Board Nominating Process: MCC will strengthen this committee by building a board identification, cultivation and orientation process to engage potential board members with diverse representation, influence, mission passion; provide necessary training to committee members regarding the nominating process, and ensure the there is one person for each community serving as a member of this committee. **Nominating Committee (Kenneth Frederick); Training & Development Committee (Joan Cook)**

Q2: April – June, 2020

- Obj #1. Board Development Process: Create/enhance the board development process to ensure 90% of all board members will understand the level of engagement and specifically the responsibilities of the MCC Board, the fiduciary and legal accountability of serving on a nonprofit board, governance, best practices, stakeholder representations, strategic direction and evaluation. **MCC Executive Committee (Greg Frazier)**

- Obj #9 Mkt & Com - #2: Utilize lighted sign with updated messages to announce programs and events; and Billboard to promote MCC and its programs and services. **Communications & Public Relations Committee (Beverly Austin/Kristi Barrientes)**

Morris County Collaborative
Action Plan (By Year, By Quarter)

Q3: July – September, 2020 (14 Issues)

Obj #3 Hist. Excl. #3 Utilize MCC Marketing & Communications plan to provide summary review to Funder. **Communications/Public Relations Committee (Beverly Austin/Kristi Barrientes); 'Resource' Committee (Martha Baker)**

Obj #4 Marg. Comm. #3a.Advocate for and work with partners to solve mental health issues and access to services, e.g. telehealth and mental health. **'Resource' Committee (Martha Baker); Governance Committee (Charlesetta Bruce); TRMC Ad Hoc Community Liaison Committee (Maudie Peters)**

Obj #5, Un-Under Emp. #3. Provide access and resources for drug dependency services for employment. **Communications & Public Relations Committee (Beverly Austin); Community Health, Medical Liaison, Resource Management Committee (Martha Baker**)

Obj #9: Mark & Com. #3. Advertise MCC services and programs at Morris Twin Cinema. **Communications & Public Relations Committee (Beverly Austin/Kristi Barrientes)**

Q3: July – September, 2020

Obj #4: Marg Comm. #3b. Ensure awareness of and access to transportation (private van, bus) to get people to available services. **Communications & Public Relations Committee (Beverly Austin/Kristi Barrientes); Logistics Committee,(Vacant)**

Obj #4: Marg Comm. #1b. Identify partners to ensure access to transportation (van, bus, etc.) for those needing to access services. **Logistics Committee (Vacant); Governance Committee (Charlesetta Bruce)**

Obj #4: Marg Comm. #1c. Encourage delivery services for the homebound. Identify agencies or volunteers for delivery services. **'Resource' Committee (Martha Baker)**

Morris County Collaborative
Action Plan (By Year, By Quarter)

Q3: July – September, 2020

Obj #9: Mark & Com. #1. Create marketing plan (We Rally) that includes strategies to create and improve awareness of MCC, its programs, and services it offers to all stakeholders and for all Objectives (Youth, Economic Development, Historically Excluded Groups, Marginalized Communities, Un- and Under-Employed, Homeless, and Senior Citizens.) This measure will include community and stakeholder knowledge of MCC activities; the use of a logo for recognition and branding, use of social media and analytics, newsletters, use of Facebook, and use of Website with Search Engine Optimization. **Communications & Public Relations Committee (Beverly Austin/Kristi Barrientes); Executive Committee (Greg Frazier); work with 'We Rally', Alliance for Greater Works; Morris County Judge**

Obj #4: Marg Comm. #5b. Work with partners to ensure access to food, nutritional **information and education, classes on meal preparation and other resources. TRMC Liaison Ad Hoc Committee (Maudie Peters); Ministerial Alliance & Life Works Committee (Kenneth Frederick)**

Obj #4: Marg Comm. #5c. Ensure awareness of food resources and schedules of distribution. **Communications/Public Relations Committee (Beverly Austin/Kristi Barrientes); Ministerial Alliance & Life Works Committee (Kenneth Frederick)**

Q3: July – September, 2020

Obj #2: Econ Dev. #6. Reduce barriers to Internet access by XX%; seek resources to obtain Broadband in all cities in Morris County. **Economic Development Committee (Beverly Austin); Governance Committee (Charlesetta Bruce) Connected Nation, Hogg Foundation, USDA**

Obj #4: Marg Comm. #7. Begin services for safe housing; partner with USDA program. **Fund Development & Grant Policy Committee (Margine Mims); Governance Committee (Charlesetta Bruce)**

Obj #4: Marg Comm. #1a. Raise awareness, encourage implementation, provide information regarding access to services for marginalized communities. **Communications/Public Relations Committee (Bevery Austin/Kristi Barrientes); 'Resource' Committee (Martha Baker)**

Obj #4: Marg Comm. #6. Begin services for access to food, water, healthcare, mental health and other factors to improve health care rankings in Morris County. **TRMC Liaison Ad Hoc Committee (Maudie Peters); Ministerial Alliance & Life Works Committee (Kenneth Frederick); 'Resource' Committee (Martha Baker)**

Morris County Collaborative
Action Plan (By Year, By Quarter)

Q4: October – December, 2020 (7 Issues)

- Obj #1: Youth Initiative. #1. Provide training in small groups of 15 to 20 at a school or church, in areas with sufficient lighting, climate control and adequate security personnel. **Youth Task Force (Alfred Key)**

- Obj #3: Hist Excl. #1. Increase the number of people in decision making process including youth by XX#; increase attendance and information awareness of issues at City Council meetings by XX# via voices shared during community cafés; secure or provide transportation for citizens, encourage all citizens to vote. **Governance Committee (Charlesetta Bruce); MCC Board; Youth Task Force (Aldred Key); Logistics Committee; Community Health & Medical Liaison & Resource Management Committee (Martha Baker)**

- Obj #4: Marg Comm. #2b. Advocate with those in position to procure water to work with MCC to solve this problem. Work with partners to determine ways to safeguard resources that are being provided. **Governance Committee (Charlesetta Bruce); Economic Development Committee (Beverly Austin)**

- Obj #1: Youth Initiative. #2. MOU's developed for sharing space and beginning the implementation of some programs specific to this objective and 15 to 20 youth from each school district are engaged during school lunch time or activity period or after school via ACE or BLAST programs. Evaluate for the next school year. **Youth Task Force, (Alfred Key)**

Q4: October – December, 2020

- Obj #8: Org Dev. & Gov. #3. Board Retention Process: MCC Board will develop a retention strategy that will include meaningful work and engagement, efficiently run meetings, on-going training including the ability to work as a team (e.g. Strength Finders, team building), expressions of gratitude, celebrations of institutional history, envisioning the future, and opportunities to enjoy the experience of serving together. **Executive Committee (Greg Frazier)**

- Obj #4: Marg Comm. #5a. Implement surveys to determine the need for services to address food issues. **Ministerial Alliance & Life Works Committee (Kenneth Frederick); Communications/Public Relations Committee (Beverly Austin/Kristi Barrientes)**

- Obj #1: Youth Initiative. #6. Provide transportation for youth who cannot get to the dedicated space (vans, busses, cars); ensure insurance coverage to cover liabilities is in place. **Community Liaison/Logistics Committee/Ambassadors Committee (Vacant)**

Morris County Collaborative
Action Plan (By Year, By Quarter)

Q1: January - March, 2021 (8 Issues)

- Obj #3: Historically Excluded. #2. Conduct evaluations to measure positive change, procure design assistance; utilize MCC marketing and Communications plan to provide information to stakeholders. **Communications/Public Relations Committee (Beverly Austin/Kristi Barrientes)**

- Obj #1: Youth Initiative, #7. MCC begin partnering with Diversion programs offered by other entities (e.g. CRCG, BUDDY) **Youth Task Force; Ministerial Alliance & Life Works Committee (Kenneth Frederick)**

- Obj #1: Youth Initiative. #3. MOU's developed for sharing space and beginning the implementation of some programs specific to this objective and 15 to 20 youth from each participating church are engaged after school via ACE or BLAST programs. **Youth Task Force (Alfred Key)**

- Obj #3: Historically Excluded. #4 Adapt Summary Review to funder to report to the community. **Communications/Public Relations Committee (Beverly Austin/Kristi Barrientes); 'Resource' Committee (Martha Baker)**

- Obj #6: Homeless. #3. Partner with other entities to receive tracking information on mental health services (suicide, substance abuse, mental health); evaluate improvement of the issues listed. **'Resource' Committee (Martha Baker)**

Q1: January – March, 2021

- Obj #7: Senior Citizens. #3. Increase awareness of different modes of transportation with **an impact of 25 seniors, five weekly from each community. 'Resource' Committee (Martha Baker); Logistics Committee (Vacant Chair)**

- Obj #2: Econ Dev. #1. Provide employment readiness training for XX# of first-time workers and the long-term unemployed, including the homeless. As appropriate, provide life skills training, financial literacy, parenting, cooking, hygiene, housework, home repair information and establishing priorities for life. Partnering with Northeast Texas Community College, Texas Workforce Commission and local high schools**. (Training & Development Committee, Joan Cook; Economic Development, Beverly Austin)**

- Obj #5: Un-Under Emp. #1. Provide job skills training (resume writing, interview skills, dressing for success); partner with other entities to provide job skills training; provide information about available on-line and in-person classes. **Training & Development Committee (Joan Cook); Employers; Communications & Public Relations Committee (Beverly Austin/Kristy Barrientes)**

Morris County Collaborative
Action Plan (By Year, By Quarter)

Q2: April - June, 2021 (6 Issues)

- Obj #7: Senior Citizens. #1. Increase number of seniors receiving technology skills. **Training & Development Committee (Joan Cook); Economic Development Committee (Beverly Austin); Grant Committee; Governance Committee (Charlesetta Bruce)**

- Obj #5: Un-Under-Emp. #2. Partner with college and employers to create the evaluation system to determine success and identify barriers to completion for the job search process; participate in Job Fairs hosted by other entities; ensure awareness of job fairs. **Training & Development Committee (Joan Cook); Communications & Public Relations Committee (Beverly Austin/Kristy Barrientes)**

- Obj #7: Senior Citizens. #4. Partner with entities (e.g. retired teachers, senior Expos, veteran's groups, church groups) to provide information on sessions to address safely for seniors. **'Resource' Committee (Martha Baker); Communication & Publicity Committee (Beverly Austin/Kristy Barrientes)**

Q2: April – June, 2021

- Obj #2: Econ Dev. #4. Conduct surveys with local employers, City Government and Economic Development Committee to drive action for City and Business entities to drive economic development; assisted with survey design (WRC Learning Team) and provided pre- and post-assessments. **Economic Development Committee, (Beverly Austin)**

- Obj #2: Econ Dev. #5. Survey City Government and Economic Development Committees to drive economic development; and assisted with survey design. **Economic Development Committee, (Beverly Austin)**

- Obj #4: Marg Comm. #4c. Identify grants and other resources to pay for on-going costs. **Fund Development & Grant Policy Committee (Margine Mims); Ministerial Alliance & Life Works Committee (Kenneth Frederick)**

Morris County Collaborative
Action Plan (by Year, By Quarter)

Q3: July – September, 2021 (5 Issues)

- Obj #4: Marg Comm. #2a. Identify funding resources and grants to cover cost of helping residents get water meters and water lines for running water to their homes. Also include resources for water pumps for residents with water wells. Seek funding after survey completed. Fund Development & Grant Policy Committee (Margine Mims); **Economic Development Committee (Beverly Austin); Governance Committee (Charlesetta Bruce)**

- Obj #1: Youth Initiative. #4. Implement programs that also include enhanced technology. **Economic Development (Beverly Austin); Training & Development Committee (Joan Cook); Fund Development & Grant Policies Committee (Margine Mims)**

- Obj #1: Youth Initiative. #5. Plan for a stand alone, dedicated space for youth in Morris County that will be opened by 2023. **Youth Task Force (Alfred Key); Economic Development Committee (Beverly Austin)**

Q3: July – September, 2021

- Obj #2: Econ Dev. #2. Work with partners, including businesses to support providing job specific skills training to citizens needing those services; advocate with employers to mitigate termination due to drug dependency issues. Management training for employers. **Training & Development Committee (Joan Cook); Economic Development Committee (Beverly Austin)**

- Obj #6: Homeless. #1. Create awareness of the Bridges out of Poverty Training Program; develop or ensure access to programs that overcome barriers that cause homelessness schedule events to bring training to Morris County. **Community Liaison, Logistics, Ambassadors Committee (Vacant Chair); Training & Development (Joan Cook); Ministerial Alliance & Life Works Committee (Kenneth Frederick)**

Morris County Collaborative
Action Plan (By Year, By Quarter)

Q1: January – March, 2022 (3 Issues)

- Obj #4: Marg Comm. #4b.Obtain permits and follow ordinances for creation of community gardens. **Governance Committee (Charlesetta Bruce); Ministerial Alliance & Life Works Committee (Kenneth Frederick)**

- Obj #7: Senior Citizens. #2. Create and maintain a vetted list of volunteers to deliver services to senior citizens. **TRMC Community Liaison Ad Hoc Committee (Maudie Peters); Resource Committee (Martha Baker); Ministerial Alliance & Life Works Committee (Kenneth Frederick); Logistics Committee (Vacant Chair)**

- Obj #4: Marg Comm. #4a. Identify partners with land resources to help create community gardens. **Economic Development (Beverly Austin); Communications/Public Relations Committee (Beverly Austin/Kristi Barrientes); Governance Committee; Ministerial Alliance & Life Works Committee (Kenneth Frederick)**

Q2: April - June, 2022, 2 Issues)

- Obj #6: Homeless. #2. Demonstrate XX# of individuals moved from homelessness to shelter and shelter to permanent housing (identify places outside of Morris County, work on Shelter in Morris County); advocate for a decrease on waiting lists for mental health services. **Ministerial Alliance & Life Works Committee (Kenneth Frederick); Governance Committee (Charlesetta Bruce)**

- Obj #4: Marg Comm. #4c. Develop procedures to start and maintain gardens. **Ministerial Alliance & Life Works Committee (Kenneth Frederick)**

Morris County Collaborative
Action Plan – Advocacy Issues Only

On-Going: 2020 – 2023 (11 Issues)

- Obj #1: Youth Initiative. Advocate for youth to have a voice for planning an implementation of events and activities. **Youth Task Force (Alfred Key); Training & Development Committee (Joan Cook)**

- Obj #2: Econ Dev. Advocate for business expansion and incentives to increase employment of Morris County residents; Partner with Job Training Partnership Act in Texarkana (pay 50% of salary, business pays 50% of salary toward a full salary for workers). **Economic Development Committee (Beverly Austin); Training & Development Committee (Joan Cook)**

- Obj #2: Econ Dev. Advocate with other organizations to drive employment growth and drive down the unemployment rate. **Economic Development Committee (Beverly Austin)**

On-Going: 2020-2023

- Obj #3:Hist Excl. Advocate for inclusion of all citizens of Morris County to be involved in the Strategic Plan process for a voice in decisions and outcomes. **All Board Members**

- Obj #4: Marg Comm. #2b. Advocate with those in position to procure water to work with MCC to solve this problem. Work with partners to determine ways to safeguard resources to are being provided. **TRMC Community Liaison Ad Hoc Committee (Maudie Peters); Economic Development Committee (Beverly Austin); Fund Development & Grant Policy Committee (Margine Mims)**

Morris County Collaborative
Action Plan - Advocacy Issues Only

On-Going: 2020 - 2023

- Obj #5. Un-Under-Emp. Advocate for preparation for employment for residents, increased employment opportunities, livable wages and expanded business opportunities for all Morris County resident seeking work. **Training & Development (Joan Cook); Economic Development (Beverly Austin)**

- Obj #6: Homeless. Advocate with government and local officials to identify the number of homeless, including women and children; and determine the need for a shelter in Morris County. **Fund Development & Grant Policy Committee (Margine Mims) w/ TRMC Community Liaison, Logistics, Ambassadors Ad Hoc Committee (Maudie Peters); Governance Committee (Charlesetta Bruce)**

On-Going: 2020-2023

- Obj #7: Senior Citizens. Advocate for discounts at local businesses, restaurants to expand senior's ability to access services at reduced prices. **TRMC Community Liaison, Logistics, Ambassadors Ad Hoc Committee (Vacant)**

- Obj #7: Senior Citizens. Advocate for the expansion of delivered meals for marginalized seniors to all 5 Morris County Communities. **Ministerial Alliance (Kenneth Frederick)**

- Obj # 8 Org Dev. & Governance. No Advocacy Issues at Present. **Executive Committee (Greg Frazier)**

- Obj #9: Marketing & Communications. No Advocacy Issues at present. **Communications & Public Relations Committee (Beverly Austin/Kristi Barrientes)**

STRATEGIC PLAN APPENDICES

Morris County Collaborative
Appendices

- Appendix #1: S.M.A.R.T. Objectives, Measures & Responsible Parties, pages 48 through 58

- Appendix #2: Advocacy Issues, pages 59 through 61

- Appendix #3 Marketing Plan, pages 62 through 73

- Appendix #4: Situational Analysis (SWOT), pages 74 through 76

- Appendix #5: Risk Analysis, pages 77 through 79

S	M	A	R	T
Specific	**Measurable**	**Attainable**	**Realistic**	**Timely**
What specifically do you want to do?	How will you know when you've reached it?	Is it in your power to accomplish it?	Can you realistically achieve it?	When exactly do you want to accomplish it?

APPENDIX #1 - S.M.A.R.T. OBJECTIVES, DATE RANGES, MEASURES, RESPONSIBLE PARTIES AND AREAS NEEDING SUPPORT OR GROWTH

Morris County Collaborative Strategic Objective #1: Youth Initiative

OBJECTIVE	DATE RANGE	HOW TO MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR GROWTH
Objective #1: Youth Initiative: Create impact with dynamic programs and outcomes for youth through the development of a safe place with access to technological advancements and engagement in personal, social, educational and like skills programming.	3rd Qtr 2020) / On-Going	#1. Provide training in small groups of 15 to 20 at a school or church, in areas with sufficient lighting, climate control and adequate security personnel.	Individuals who form a Youth Task Force of board and community including youth members (Alfred Key)	Complete a charter description for this task force; identify individuals to work on the task force (with youth, like student council members, church leaders-youth)
	3rd Qtr 2020 / May 2021	#2. MOU's developed for sharing space and beginning the implementation of some programs specific to this objective and 15 to 20 youth from each school district are engaged during school lunch time or activity period or after school via ACE or BLAST programs. Evaluate for the next school year.	Youth Task Force (Alfred Key)	Seek help writing MOU's
	1st Qtr 2021 / 2nd Qtr 2021	#3. MOU's developed for sharing space and beginning the implementation of some programs specific to this objective and 15 to 20 youth from each participating church are engaged after school via ACE or BLAST programs.	Youth Task Force (Alfred Key)	Seek help writing MOU's
	Third Qtr 2021 (July-Sept) / First Qtr 2022 (Jan-Mar)	#4. Implement programs that also include enhanced technology.	Economic Development (Beverly Austin); Training & Development Committee (Joan Cook); Fund Development & Grant Policies Committee (Margine Mims)	Identify people with technology background; Funds
	Third Qtr 2021/ Open 2023	#5. Plan for a stand alone, dedicated space for youth in Morris County that will be opened by 2023.	Youth Task Force (Alfred Key); Economic Development Committee (Beverly Austin)	Funding, Real Estate professional, construction, feasibility study
	4th Qtr 2020 / On-Going	#6. Provide transportation for youth who cannot get to the dedicated space (vans, busses, cars); ensure insurance coverage to cover liabilities is in place.	Community Liaison/Logistics Committee/Ambassadors Committee (Vacant)	Committee needs people; Attorney; Insurance Agent;
	1st Qtr 2021) / On-going	#7. MCC begin partnering with Diversion programs offered by other entities (e.g. CRCG, BUDDY)	Youth Task Force (Alfred Key); Ministerial Alliance & Life Works Committee (Kenneth Frederick)	Identify people willing to help; Supply a list of all ministers on the committee

Morris County Collaborative Strategic Objective #2: Economic Development

OBJECTIVE	DATE RANGE	HOW TO MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR GROWTH
Objective #2: Economic Development: Create and improve access to and preparation for opportunities for employment and services that prepare people and business owners to succeed in a sustainable business environment.	1st Qtr 2021 / On-Going	#1. Provide employment readiness training for XX# of first-time workers and the long-term unemployed, including the homeless. As appropriate, provide life skills training, financial literacy, parenting, cooking, hygiene, housework, home repair information and establishing priorities for life. Partnering with Northeast Texas Community College, Texas Workforce Commission and local high schools.	Training & Development Committee (Joan Cook); Economic Development (Beverly Austin)	Partnerships: NTCC, TWC, Pewitt CISD local high schools, Daingerfield-Lone Star ISD, nonprofits
	3rd Qtr 2021 / On-Going	#2. Work with partners, including businesses to support providing job specific skills training to citizens needing those services; advocate with employers to mitigate termination due to drug dependency issues. Management training for employers.	Training & Development Committee (Joan Cook); Economic Development (Beverly Austin)	Partnerships: employers/local businesses; NTCC, TWC, Pewitt CISD local high schools, Daingerfield-Lone Star ISD, nonprofits
	2nd Qtr 2020 / On-Going	#3. Expand business development and employment opportunities; increase for Morris County residents via MCC Board members joining City/County boards and attending City Council meetings.	Economic Development Committee (Beverly Austin); Governance Committee (Charlesetta Bruce)	City & County support; Advocacy support from MCC Board
	2nd Qtr 2021 /3rd Qtr 2021)	#4. Conduct surveys with local employers, City Government and Economic Development Committee to drive action for City and Business entities to drive economic development; assisted with survey design (WRC Learning Team) and provided pre- and post-assessments.	Economic Development Committee (Beverly Austin)	Find external expert in survey design (WRC Learning Team)
	2nd Qtr 2021 4th Qtr 2021	#5. Survey City Government and Economic Development Committees to drive economic development; and assisted with survey design.	Economic Development Committee (Beverly Austin)	Find external expert in survey design (WRC Learning Team)
	3rd Qtr 2020 / On-Going	#6. Reduce barriers to Internet access by XX%; seek resources to obtain Broadband in all cities in Morris County.	Economic Development Committee (Beverly Austin); Governance Committee (Charlesetta Bruce)	County government support; ATCOG; USDA

Morris County Collaborative Strategic Objective #3: Historically Excluded Groups

OBJECTIVE	DATE RANGE	HOW TO MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR
Objective #3: Historically Excluded Groups: Create equity among all communities through opportunities that encourage open dialogue and promote unity.	1st Qtr 2020 / On-Going	#1. Increase the number of people in decision making process including youth by XX#; increase attendance and information awareness of issues at City Council meetings by XX# via voices shared during community cafés; secure or provide transportation for citizens, encourage all citizens to vote.	Governance Committee (Charlesetta Bruce); MCC Board; Youth Task Force (Rev. Alfred Keya0; Logistics Committee; Community Health & Medical Liaison & Resource Management Committee (Martha Baker)	Funding
	3rd Qtr 2020 / 4th Qtr 2020	#2. Conduct evaluations to measure positive change, procure design assistance; utilize MCC marketing and Communications plan to provide information to stakeholders.	Communications/Public Relations Committee (Kristi Barrientes)	Consider a name change for this committee ('Marketing & Communications')
	3rd Qtr 2020 / On-Going	#3 Utilize MCC Marketing & Communications plan to provide summary review to Funder.	Communications/Public Relations Committee (Kristi Barrientes); Community Health & Medical Liaison & Resource Management (Martha Baker)	Alliance for Greater Works; Support from County Judge

OBJECTIVES	TIME BOUND	HOW TO MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR GROWTH
Objective #4: Marginalized Communities: Create healthy, wholesome and engaged communities and promote better living through access to resources and programs that resolve inadequacies and barriers to nutritional food and safe water, health care, mental health care and housing.	3rd Qtr 2020 / On-Going	#1a. Raise awareness, encourage implementation, provide information regarding access to services for marginalized communities; .	Communications/Public Relations Committee (Kristi Barrientes); Community Health & Medical Liaison & Resource Management Committee (Martha Baker)	Funding
	3rd Qtr 2020 / 4th Qtr 2020	#1b. Identify partners to ensure access to transportation (van, bus, etc.) for those needing to access services.	Community Liaisons/Logistics, Ambassadors Committee (Vacant); Governance Committee (Charlesetta Bruce)	Funding; Insurance Agent support
	Third Qtr 2020 (July -Sept) / On-Going	#1c. Provide or ensure delivery services for the homebound. Identify agencies or volunteers for delivery services.	Community Health & Medical Lisaison & Resource Committee (Martha Baker)	NONE
	3rd Qtr 2020) / 4th Qtr 2020	#2a. Identify funding resources and grants to cover cost of helping residents get water meters and water lines for running water to their homes. Also include resources for water pumps for residents with water wells. Seek funding after survey completed.	Fund Development & Grant Policy Committee (Margine Mims); Economic Development Committee (Beverly Austin); Governance Committee (Charlesetta Bruce)	WRC Learning Team for survey development
	3rd Qtr 2020 / 2nd Qtr 2021	#2b. Advocate with those in position to procure water to work with MCC to solve this problem. Work with partners to determine ways to safeguard resources to are being provided.	Governance Committee (Charlesetta Bruce); Economic Development Committee (Beverly Austin)	USDA assistance for grant writing; ATCOG grant writers; City Police & County Sherriff to safeguard resources
	3rd Qtr 2020 /4th Qtr 2021	#3a. Advocate for and work with partners to solve mental health issues and access to services, e.g. telehealth and mental health	Community Health & Medical Liaison & Resource Committee (Martha Baker); Governance Committee (Charlesetta Bruce); TRMC Community Liaison Committee (Ad Hoc-Maudie Peters)	NONE
	3rd Qtr 2020) / 1st Qtr 2021	#3b. Ensure awareness of and access to transportation (private van, bus) to get people to available services.	Communications/Public Relations Committee (Kristi Barrientes); Community Liaisons/Logistics /Ambassadors Committee (Vacant)	Need Chair & Members for Logistics Committee

OBJECTIVES	DATE RANGE BEGINNING	HOW TO MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR GROWTH
Objective #4: Marginalized Communities: Create healthy, wholesome and engaged communities and promote better living through access to resources and programs that resolve inadequacies and barriers to nutritional food and safe water, health care, mental health care and housing.	1st Qtr 2022 / 1st Qtr 2023	#4a. Identify partners with land resources to help create community gardens.	Economic Development (Beverly Austin); Communications/Public Relations Committee (Kristi Barrientes); Governance Committee; Ministerial & Life Works Committee (Kenneth Frederick)	Real Estate Agents; land owners; banks; farmers; schools-grants & property; NTCC; City/County
	1st Qtr 2022 / 3rd Qtr 2022	#4b.Obtain permits and follow ordinances for creation of community gardens.	Governance Committee (Charlesetta Bruce); Ministerial & Life Works Committee (Kenneth Frederick)	City/County Government
	1st Qtr 2023 / On-Going	#4c. Identify grants and other resources to pay for on-going costs.	Fund Development & Grant Policy Committee (Margine Mims); Ministerial & Life Works Committee (Kenneth Frederick)	Grant writer
	3rd Qtr 2020 /4th Qtr 2020	#5a. Implement surveys to determine the need for services to address food issues.	Ministerial & Life Works Committee (Kenneth Frederick); Communications/Publications Committee (Kristi Barrientes)	Survey expertise (WRC Learning Team)
	3rd Qtr 2020 / On-Going	#5b. Work with partners to ensure access to food, nutritional information and education, classes on meal preparation and other resources.	TRMC Liaison Committee (Maudie Peters); Ministerial & Life Works Committee (Kenneth Frederick)	Nutritionist and food banks; Agri-Life Agents; Farmers
	3rd Qtr 2020 / On-Going	#5c. Ensure awareness of food resources and schedules of distribution.	Communications/Policy Committee; Ministerial & Life Works Committee (Kenneth Frederick)	NONE
	3rd Qtr 2020 / On-Going	#6. Begin services for access to food, water, healthcare, mental health and other factors to improve health care rankings in Morris County.	TRMC Liaison Committee (Maudie Peters); Ministerial & Life Works Committee (Kenneth Frederick); Community Health & Medical Liaison & Resource Committee (Martha Baker)	Christian Life Service Center & local food banks
	3rd Qtr 2020 / On-Going	#7. Begin services for safe housing; partner with USDA program.	Fund Development & Grant Policy Committee (Mims); Governance Committee (Charlesetta Bruce)	Funding; Grant writer; City/County Government

Morris County Collaborative Strategic Objective #5: Un- and Under-Employed

OBJECTIVES	DATE RANGE BEGINNING	HOW TO MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR GROWTH
Objective #5: Un- and Under-Employed: Provide programs and services and remove barriers to create livable wages and sustainable employment for citizens.	1st Qtr 2021 / On-Going	#1. Provide job skills training (resume writing, interview skills, dressing for success); partner with other entities to provide job skills training; provide information about available on-line and in-person classes.	Training & Development Committee (Joan Cook); Employers; Communications & Public Relations Committee (Kristy Barrientes)	Communication; Meeting space; Consider MOU for liability; NTCC; Texas Workforce Commission
	3rd Qtr 2020 / On-Going	#2. Partner with college and employers to create the evaluation system to determine success and identify barriers to completion for the job search process; participate in Job Fairs hosted by other entities,; ensure awareness of job fairs.	Training & Development Committee (Joan Cook); Communications & Public Relations Committee (Kristy Barrientes)	NTCC; Workforce Solutions
	3rd Qtr 2020 / Ongoing	#3. Provide access and resources for drug dependency services for employment.	Communications & Public Relations Committee (Beverly Austin); Resource Management Committee (Martha Baker)	Life Skills class instructors; Peer Specialists; Space for classes

Morris County Collaborative Strategic Objective #6: Homeless

OBJECTIVES	DATE RANGE BEGINNING	HOW TO MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR
Objective #6: Homeless: Provide proactive services to equip individuals to move toward independent daily living practices that will promote safety and well-being.	3rd Qtr 2021 / 1st Qtr 2022	#1. Create awareness of the Bridges out of Poverty Training Program; develop or ensure access to programs that overcome barriers that cause homelessness schedule events to bring training to Morris County.	Community Liaison/ Logistics/ Ambassadors Committee (Vacant); Training & Development (Joan Cook); Ministerial Alliance & Life Works Committee (Kenneth Frederick)	Bridges Out of Poverty Training; Committee Chair; Meeting Space; Funding
	2nd Qtr 2022 / 2nd Qtr 2023	#2. Demonstrate XX# of individuals moved from homelessness to shelter and shelter to permanent housing (identify places outside of Morris County, work on Shelter in Morris County); advocate for a decrease on waiting lists for mental health services.	Ministerial Alliance & Life Works Committee (Kenneth Frederick); Governance Committee (Charlesetta Bruce)	Sheriff's Dept.; Public Officials
	1st Qtr 2021 / On-Going	#3. Partner with other entities to receive tracking information on mental health services (suicide, substance abuse, mental health); evaluate improvement of the issues listed.	Community Health & Medical Liaison & Resource Committee (Martha Baker)	MOU with ETCADA & other mental health/substance abuse agencies

Morris County Collaborative Strategic Objective #7: Senior Citizens

OBJECTIVES	DATE RANGE BEGINNING	HOW TO MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR GROWTH
Objective #7: Senior Citizens: Provide and increase access to services for senior citizens that enhance social outlets, education and that fosters safety in the home.	3rd Qtr 2020 / On-Going	#1. Increase number of seniors receiving technology skills.	Training & Development (Joan Cook); Economic Development (Beverly Austin); Grant Committee; Governance Committee (Charlesetta Bruce)	Funding; Broadband; Meeting space; Equipment & computers; Trainers; Transportation; Publicity
	1st Qtr 2022 / On-Going	#2. Create and maintain a vetted list of volunteers to deliver services to senior citizens.	TRMC Community Liaison (Maudie Peters); Community Health & Medical & Resource Committee (Martha Baker); Ministerial Alliance Committee (Kenneth Frederick); Community Liaisons/Logistics/Ambassadors Committee (Vacant)	Area food banks; volunteers/Ambassadors; Publicity; Utilize Volunteer Form;
	1st Qtr 2021) / 3rd Qtr 2021	#3. Increase awareness of different modes of transportation with an impact of 25 seniors, five weekly from each community.	Community Health & Medical & Resource Committee (Martha Baker); Community Liaisons/Logistics/Ambassadors	Funding; Insurance Agent support; ATCOG; ADRC; other agencies in the area
	2nd Qtr 2021 / On-Going	#4. Partner with entities (e.g. retired teachers, senior Expos, veteran's groups, church groups) to provide information on sessions to address safely for seniors.	Community Health & Medical & Resource Committee (Martha Baker); Communication & Publicity Committee (Kristy Barrientes)	Meeting space & Amenities; Agencies serving seniors to provide information/training

Morris County Collaborative Strategic Objective #8: Organizational Development & Governance

OBJECTIVES	DATE RANGE BEGINNING	HOW TO MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR GROWTH
Objective #8: Organizational Development and Governance: Create a high performance Board of Directors that demonstrates good governance, where there is equity and trust, and where all members are engaged.	3rd Qtr 2020 / On-Going	#1. Board Development Process: Create/enhance the board development process to ensure 90% of all board members will understand the level of engagement and specifically the responsibilities of the MCC Board, the fiduciary and legal accountability of serving on a nonprofit board, governance, best practices, stakeholder representations, strategic direction and evaluation.	Executive Committee (Greg Frazier)	All board members engaged; Technical Assistance from Alliance and Learning Team; Charter for all Committees
	2nd Qtr 2020 / 4th Qtr 2020	#2. Board Nominating Process: MCPc will strengthen this committee by building a board identification, cultivation and orientation process to engage potential board members with diverse representation, influence, mission passion; provide necessary training to committee members regarding the nominating process, and ensure the there is one person for each community serving as a member of this committee.	Nominating Committee (Vacant); Training & Development Committee (Joan Cook)	Identify chair for Nominating Committee and get members from all communities; Charter for Nominating Committee
	3rd Qtr 2020 / 4th Qtr 2020	#3. Board Retention Process: MCC Board will develop a retention strategy that will include meaningful work and engagement, efficiently run meetings, on-going training including the ability to work as a team (e.g. Strength Finders, team building), expressions of gratitude, celebrations of institutional history, envisioning the future, and opportunities to enjoy the experience of serving together.	Executive Committee (Greg Frazier)	All board members engaged; Technical Assistance from Alliance and Learning Team; Charter for all Committees

Morris County Collaborative Strategic Objective #9: Marketing and Communications

OBJECTIVES	DATE RANGE BEGINNING	HOW TO MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR GROWTH
Objective #9: Marketing and Communication: Create brand recognition in conjunction with mission and increase agency visibility to all communities served. Position MCC to be recognized as an agency choice in programming to marginalized communities.	3rd Qtr 2020 / 4th Qtr 2020	#1. Create marketing plan that includes strategies to create and improve awareness of MCC, its programs, and services it offers to all stakeholders and for all Objectives (Youth, Economic Development, Historically Excluded Groups, Marginalized Communities, Un- and Under-Employed, Homeless, and Senior Citizens.) This measure will include community and stakeholder knowledge of MCC activities; the use of a logo for recognition and branding, use of social media and analytics, newsletters, use of Facebook, and use of Website with Search Engine Optimization.	Communications & Public Relations Committee (Beverly Austin); Executive Committee (Greg Frazier)	Funding; Technical Assistance from Alliance & Learning Team; Stakeholders and City/County officials; Local EDCs; Media
	2nd Qtr 2020 & 1st Qtr 2021/ On-Going	#2. Utilize lighted sign with updated messages to announce programs and events; and Billboard to promote MCC and its programs and services.	Communications & Public Relations Committee (Beverly Austin)	Funding; Contracts/MOUs
	3rd Qtr 2020 / On-Going	#3. Advertise MCC services and programs at Morris Twin Cinema.	Communications & Public Relations Committee (Kristi Barrientes)	Partner; TRMC; Funding; Morris Twin Cinema; Contract with Advertiser; Students from Morris County schools

APPENDIX #2 - ADVOCACY ISSUES NOT INCLUDED OR PARTIALLY INCLUDED IN S.M.A.R.T. OBJECTIVES

OBJECTIVES	BEGINNING / ENDING DATES	ADVOCACY ISSUES NOT INCLUDED OR PARTIALLY INCLUDED AS A MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR GROWTH
#1: Youth Initiative	NOT A MEASUREMENT; INCLUDED AS AC ACTION; START ASAP	Advocate for youth to have a voice for planning an implementation of events and activities.	Youth Task Force (Alfred Key); Training & Development Committee(Joan Cook)	Youth Task Force to attend student meetings
#2: Economic Development	NOT A MEASUREMENT; INCLUDED AS AN ACTION; START ASAP	Advocate for business expansion and incentives to increase employment of Morris County residents; Partner with Job Training Partnership Act in Texarkana (pay 50% of salary, business pays 50% of salary toward a full salary for workers).	Economic Development Committee (Beverly Austin); Training & Development Committee (Joan Cook)	More people involved on both committees
	NOT A MEASUREMENT; INCLUDED AS AN ACTION; START ASAP	Advocate with other organizations to drive employment growth and drive down the unemployment rate.	Economic Development Committee	Advocacy support from full MCC Board
#3:Historically Excluded Groups	NOT A MEASUREMENT; INCLUDED AS AN ACTION; START ASAP	Advocate for inclusion of all citizens of Morris County to be involved in the Strategic Plan process for a voice in decisions and outcomes	All Board Members	Partnership building; space for meetings
#4: Marginalized Communities	NOT A MEASUREMENT; INCLUDED AS AN ACTION; START ASAP	#2b. Advocate with those in position to procure water to work with MCC to solve this problem. Work with partners to determine ways to safeguard resources to are being provided.	TRMC Community Liaison (Maudie Peters); Economic Development (Beverly Austin); Fund Development & Grant Policy (Ms. Mims)	City/County Leaders; USDA Facilities Grant; Grant writer; City ordinances and policies upheld
	Third Qtr 2020 (July -Sept) OR Fourth Qtr 2020 (Oct - Dec) / Third Qtr 2021	#3a.Advocate for and work with partners to solve mental health issues and access to services, e.g. telehealth and mental health.	Resource Committee (Martha Baker); Governance Committee (Charlesetta Bruce); TRMC Community Liaison Committee (Ad Hoc-Maudie Peters)	Mental health professionals & physicians; Buy-in from Morris County residents; Addressing Stigma; Awareness campaign
	Second Qtr 2022 (April-June) / Third Qtr 2022	#4c. Develop procedures to start and maintain gardens.	Ministerial Alliance & Life Works Committee (Kenneth Frederick)	Land owners; Master Gardeners; volunteers; Inform the public; Funding

OBJECTIVES	BEGINNING / ENDING DATES	ADVOCACY ISSUES NOT INCLUDED OR PARTIALLY INCLUDED AS A MEASURE	RESPONSIBLE PARTIES	AREAS NEEDING SUPPORT OR GROWTH
#5. Un- and Under-Employment	NOT A MEASUREMENT; INCLUDED AS AN ACTION; START ASAP	Advocate for preparation for employment for residents, increased employment opportunities, livable wages and expanded business opportunities for all Morris County resident seeking work.	Economic Development Committee (Beverly Austin)	
#6: Homeless	NOT A MEASUREMENT; INCLUDED AS AN ACTION; START ASAP	Advocate with government and local officials to identify the number of homeless, including women and children; and determine the need for a shelter in Morris County.	Fund Development & Grant Policy Committee (Maudine Mims); TRMC Community Liaison (Maudie Peters); Governance Committee (Charlesetta Bruce)	Volunteers; Board support; Funding; Law enforcement; Community agencies; Public Schools; Churches; Food banks
#7: Senior Citizens	NOT A MEASUREMENT; INCLUDED AS AN ACTION, First Quarter 2021 (Jan-Mar) / On-Going	Advocate for the expansion of delivered meals for marginalized seniors to all 5 Morris County Communities.	Ministerial Alliance & Life Works Committee (Kenneth Frederick)	Partnerships; Information on current services; Nutritious meals; Food donation from local stores
	NOT A MEASUREMENT; INCLUDED AS AN ACTION, First Quarter 2021 (Jan-Mar) / On-Going	Advocate for discounts at local businesses, restaurants to expand senior's ability to access services at reduced prices.	Community Liaison/ Logistics/ Ambassadors Committee (Vacant)	Students; Partnerships
#8: Organizational Development & Governance	NOT A MEASUREMENT; INCLUDED AS AN ACTION, First Quarter 2021 (Jan-Mar) / On-Going	Refer to previous Objective #8	Executive Committee (Greg Frazier)	
#9: Marketing & Communications	NOT A MEASUREMENT; INCLUDED AS AN ACTION, First Quarter 2021 (Jan-Mar) / On-Going	Refer to previous Objective #9	Communications/Public Relations Committee (Beverly Austin)	

APPENDIX #3 - MARKETING & COMMUNICATIONS PLAN

Morris County Collaborative Marketing & Communications Plan

Board of Directors

Target Group Served: #1 - MCC Board of Directors

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• The Strategic Plan Goals and Objectives • Everything that happens/open channel of communication • Follow up on communication sent: what we can do and how it can be done • Make our word count and follow – up on communication messages (MCC's Core Value) • Importance of the work and how much work it takes to make it happen • It takes everyone; communication messages are an engagement tool • Speaking to them directly, sharing their role and how they can be engaged in the work • Work together and come together as a board • It's not about any one person	• Send/Share Written Documents, Newsletters, Copy of Strategic Plan, Minutes • One-on-One, Face-to-Face communication • Telephone communications • Listening to one another (MCC's Vision) • Use of Social Media: Zoom technology, personal texts to individuals, emails • Learning each other's story through communication (two-way effort) • Personal contact/sharing meals • Follow-up	• Monthly meetings (sharing meeting documents and using Newsletters) • Avoid redundancy (too many messages going out) • Communicate as needed between monthly meetings	• Document feedback from emails • Increased Board participation • Work being accomplished

Morris County Collaborative Marketing & Communications Plan

Target Group Served: #2 - Youth

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• They are being heard (listening) • Youth represented at board functions (to get their input) • Youth input through reviewing strategies and how the plans will impact them • Their presence is important • MCC needs Youth Leaders to bring others to the table • They are wanted and needed in engagement in the Strategic Plan	• Leverage/collaborate with existing youth groups and existing youth communication platforms • Ask the best way to contact them • Include youth in marketing messaging • Engage youth on the website/community blogs, commercials/ads with youth represented • Annual play and concert	• Monthly • As often as needed • Leverage schools and church platforms to share messages	• By the response from the youth • Participation and increase in Involvement • By the questions they ask

Morris County Collaborative Marketing & Communications Plan

Target Group Served: #3 - Historically Excluded Groups & Marginalized Communities:

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• We are here for you and we care about you • We are networking with resources to bring help to you • We are going to follow through on promises • They will be engaged in activities and meetings as appropriate • They are being heard	• One-on-One outreach • Through the churches • Engagement activities and events that are easily accessible • By leveraging other community entities • Town Halls • Social Media	• Monthly through community calendars, websites • As often as needed	• Increased number of participants • Improved well-being

Morris County Collaborative Marketing & Communications Plan

Target Group Served: #4 - Un- and-Under-Employed

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• Opportunities for employment and job training • Opportunities for transportation and support services • We are here for you and we care about you • We are networking with resources to bring help to you • We are going to follow through on promises	• Engage them in activities and meetings as appropriate • Conduct surveys • Utilize emails to send newsletters and other forms of communication • Skills training (performed internally and externally) • By leveraging other community entities	• Monthly • As often as needed	• Improve engagement in job readiness events

Morris County Collaborative Marketing & Communications Plan

Target Group Served: #5 - Homeless

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• We are here for you and we care about you • We are networking with resources to bring help to you • We are going to follow through on promises • Engage them in activities and meetings, as appropriate • They are heard	• One-on-One outreach • Through the churches • Engagement activities and events that are easily accessible • By leveraging and networking with other community entities that serve the focus population • Town Halls • Social Media • Food Pantries	• Quarterly • Meet them where they are, as needed	• Increased number of participants • Improved well-being • Reporting from networking with other entities that serve the focus population (homeless coalitions and schools)

Morris County Collaborative Marketing & Communications Plan

Target Group Served: #6 - Senior Citizens

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• We are here for you and we care about you • We are networking with resources to bring help to you • We are going to follow through on promises • Engage them in activities and meetings as appropriate • They are heard	• One-on-One outreach • Through the churches • Engagement activities and events that are easily accessible • Leverage with other community entities • Town Halls • Social Media • Surveys • Meals on Wheels • Through Training (nutrition)	• Monthly through community calendars, websites • As often as needed	• Increased number of participants • Improved well-being

Morris County Collaborative Marketing & Communications Plan

Target Group Served: #7 - City/County Government

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• Schedule of events • Feedback and input from community • MCC Strategic Plan goals and objectives • Economic Impact of MCC's work (to leverage dollars) • MCC can assist and support and is a resource • MCC is encouraging citizens to vote (No Endorsements)	• Newsletters, websites, emails, press releases • Reciprocal meeting attendance • Share positive reports (impact of MCC's work) • Deliver group presentations and updates	• Monthly • As often as needed	• Change in governmental policies and procedures • Voting outcomes • Participation in MCC's activities, meetings, and events

Morris County Collaborative Marketing & Communications Plan

Target Group Served: #8 - Schools

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• MCC is a resource for school districts, students, and families (parents) • MCC's Strategic Plans goals and objectives • That MCC cares • We are pro-active • We leverage networks and resources on their behalf	• Billboards • Social media: emails • Newsletters and Website • MCC's Calendar of Events • MCC's community reports • Group presentations/Town Halls • Obtain school communication procedures and protocols • Through school announcements, as appropriate	• Monthly • As often as needed • Driven by School calendars	• Level of participation • Feedback from school administrators, educators (teachers, staff) and students

Morris County Collaborative Marketing & Communications Plan

Group Served: #9 - Churches

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• MCC's calendar of events and programs • Strategic Plans goals and objectives • MCC's mission, vision, values, and passion • They are important key players in achieving MCC's Strategic Plan goals and objectives (Movement)	• Church bulletins • Through Pastors and Announcement Clerks • Websites • Through the Ministerial Alliance • Group presentations to Church staff and members	• Monthly • As often as needed	• Questions from the congregation • Outreach from the congregation and the community to MCC • Participation in events and activities

Morris County Collaborative Marketing & Communications Plan

Other Community Stakeholders Served: #10 - Employers

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• MCC's Strategic Plans goals and objectives • MCC is a resource • MCC wants to know to Employer's needs • Employers are a key player in MCC's Strategic Plan goals and objectives	• Newsletters • Surveys • Face-to-Face • Presentations (seminars) and trainings • Social Media • Job Fairs • Town Halls • Press releases	• Quarterly • As often as needed	• Participation with MCC's events and activities • Feedback on hiring and work attendance; improvement in hiring Increases • Improved job readiness • Survey results (employer and employee satisfaction)

Morris County Collaborataive Marketing & Communications Plan

Other Community Stakeholders Served: #11 - Organizations and MCC Partners

What Audience Needs to Hear	Best Way to Communicate	Schedule & Frequency	How to Measure Message Reach
• Schedule of events • MCC wants feedback and Input from organizations and partners • MCC's Strategic Plan goals and objectives • Economic Impact (Leverage dollars) • MCC can assist and support and is a resource	• Newsletters- • Websites • Share positive reports • Deliver group presentations and updates • Emails • Reciprocal participation in events and activities • Press Releases	• As often as needed	• Participation in MCC's activities, meetings, and events • Ability to leverage their resources • Increased collaboration and networking

APPENDIX #4 - SITUATIONAL ANALYSIS (SWOT):

INTERNAL FACTORS: STRENGTHS & WEAKNESSES
EXTERNAL FACTORS: OPPORTUNITIES & THREATS

Morris County Collaborative
Situational Analysis

SWOT: Internal Factors

❖ Strengths

1. Diverse group of individuals/representation/backgrounds and skills on the board
2. Board is knowledgeable of the needs and subject matter and how to address the issues
3. Board has strong partnerships, a major funder, is sought out to deliver service in Morris County
4. Board members live in the community where services are needed
5. MCC has a good communication system and is recognized and respected by county officials and community members
6. Board has a strong value of caring for the community, and has established eight Core Values to guide the organization to success
7. Board members serve as role models for managing differences (Cultural Humility/Diversity/Equity)

❖ SWOT: Internal Factors

❖ Weaknesses
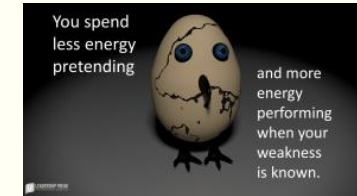
1. Covid-19 restrictions limiting face-to-face encounters and stifling community engagement strategies
2. Board has strong leaders who have different ways to express vision and next steps
3. Board members not always dealing directly with each other in areas of conflict
4. Some Board members are not aware of each community's needs
5. Limited support from governmental entities in Morris County
6. Apathy of the citizens and people in authority (unaware of issues, thinking there is no need for change)

Morris County Collaborative
Situational Analysis

SWOT: External Factors

❖Opportunities

The bigger the challenge
The bigger the opportunity

1. Partnerships and economic development in Morris County
2. Funding and grants
3. Ability to leverage Board relationships to deliver services
4. A reciprocal opportunity to research initiatives and community service delivery models from external entities and share MCC methodologies
5. To share MCC's completed Strategic Plan with other stakeholders (especially objectives, measurements and timelines)

SWOT: External Factors

❖Threats

COMMUNITY BROADBAND NETWORKS

1. The impact of the Pandemic on implementation of the Strategic Plan and service delivery
2. Lack of Broadband Access for all communities
3. Apathy among citizens (it won't work attitude… it hasn't been done that way before…)
4. Difficulty in identifying qualified trainers to deliver services and sufficient residents needing to be trained
5. Challenges in vetting a pool of sustainable, qualified volunteers or attracting young people to support the project
6. Sufficient funding to sustain the MCC through implementation of its programs and services

APPENDIX #5 - RISK ANALYSIS: IDENTIFY; DETAIL CONTROLS, POLICIES, CONTINENCIES; COMMUNICATION (EXCHANGE OF INFORMATION & OPINIONS)

Morris County Collaborative
Risk Analysis: (Identify; Controls, Policies and Contingencies; Communications Strategies)

1. **Risk: Covid-19 (pandemic) restrictions limiting face-to-face encounters, stifling community engagement strategies**

▪ Controls: Community Engagement through Zoom and social media, websites platforms, one-on-one phone calls. Delay some service deliverables until time is appropriate. Create a procedures guide.

▪ Communications: President, Board Secretary, Project Coordinator, Communications and Public Relations Committee.

2. Risk: Strong leaders who have different ways to express vision and next steps and not dealing directly with board members in areas of conflict.

▪ Controls: Follow communications procedures and protocols as stated in the procedures guide. Each Board member be aware of the need for appropriate conversations at appropriate times, utilize mediators, outside advisors.

▪ Communication: Board President and Officers, Committee Chairs, and Individual Board Members.

3. Risk: Being aware of each community's needs

▪ Controls: Needs assessments, Community Cafés, Town Halls, bringing representatives to the table, leveraging social media platforms, stakeholders can contact MCC with concerns, and refer them to the Board's Community Liaison.

▪ Communication: Training and Development Committee, Communication and Public Relations Committee, Board President, Governance Committee, and Ministerial Alliance Committee.

 4. Risk: Limited support from governmental entities in Morris County

▪ Controls: Follow the strategies of the Governance Committee, knowledgeable and awareness of city plans.

▪ Communication: Governance Committee to Community /to the Board, and Economic Development Committee (EDC).

Morris County Collaborative
Risk Analysis: (Identify; Controls, Policies and Contingencies; Communications Strategies)

5. Risk. Apathy of the citizens and people in authority (unaware of issues, it won't work attitude…)

▪ Controls: Individual board members influence their circles, share the strategic plan with key stakeholders and community, leverage social media, utilize newsletters, website, Community Cafés, obtain buy-in and empower stakeholders as part of solution.

▪ Communication: Board to Community, Communications and Public Relations Committee, Training and Development Committee, Governance Committee.

6. Risk: Lack of Broadband access for all communities

▪ Controls: Seek Funding to support connectivity, Connected Nation, Hogg Foundation, Arkansas - Texas Council of Government (ATCOG), Morris County Government.

▪ Communication: Economic Development Committee, Governance Committee, Communications and Public Relations Committee, Training and Development Committee.

7. Risk: Identify qualified trainers to deliver services and those to be trained along with sustainable qualified volunteers including young people.

▪ Controls: Advertising and outreach, vetting process, selecting committees to identify qualified trainers. Social medial platforms, one-on-one solicitation, Community Cafés, and Town Halls. Specific events for youth.

▪ Communication: Communications and Public Relations Committee, Training and Development Committee, Ministerial Alliance Committee, Youth Task Force, and business advisors.

8. Risk: Inadequate Funding

▪ Controls: Apply for grants, organize fundraisers, identify earned income, fund development plan, donations, and partnerships.

▪ Communication: Grant writer, Economic Development Committee, and Grant Development Fund Committee.

IT HAS BEEN MY PLEASURE TO WORK WITH THE MORRIS COUNTY COLLABORATIVE BOARD OF DIRECTORS AND THE ALLIANCE FOR GREATER WORKS STAFF IN CREATING THE 2020 – 2023 STRATEGIC PLAN FOR THE BENEFIT OF THE CITIZENS OF MORRIS COUNTY, TEXAS.

IN THE WORDS OF YOUR CORE VALUES, I THANK YOU FOR YOUR *TEAMWORK* IN WORKING TOWARD A COMMON GOAL, YOUR *INTEGRITY* IN DOING THE RIGHT THINGS, YOUR *FAITH* IN MAKING GOOD ON YOUR WORD, YOUR *EQUITABILITY* IN PROVIDING OPPORTUNITIES FOR EVERYONE, THE *EMPOWERMENT* OF YOUR VOICES FOR POSITIVE CHANGE, YOUR *ACCOUNTABILITY* TO THE TASKS AHEAD, THE CHARACTER OF YOUR *COMMUNICATION* TO LISTEN AND SPEAK OPENLY, AND FINALLY, THE *GROWTH* YOU ARE DETERMINED TO FOSTER SO THAT YOU LEAVE THE MORRIS COUNTY COMMUNITY BETTER THAN YOU FOUND IT.

MAY GOD BLESS YOUR WORK TODAY AND IN THE FUTURE!

Cynthia B. Nunn
Alliance for Greater Works , Consultant
April – August, 2020

Thank You