

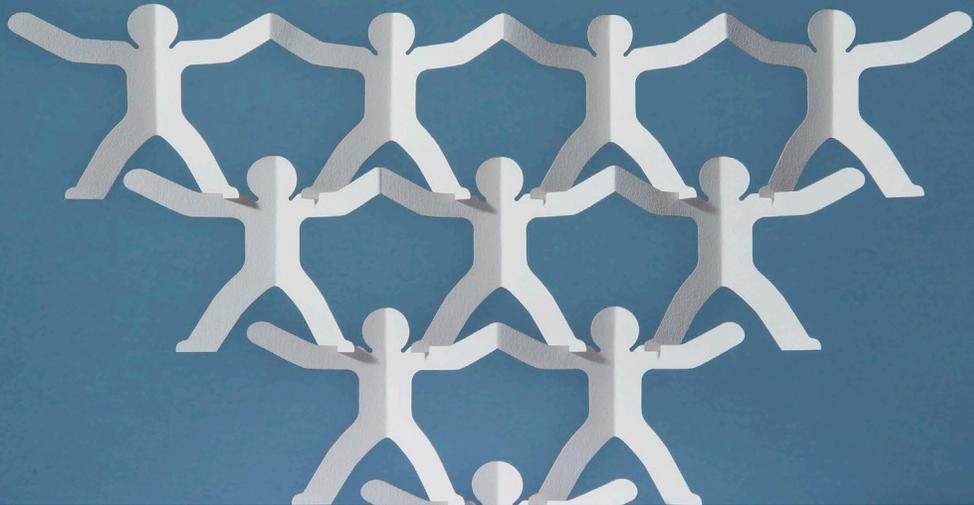


Klamath and Lake Community Action Services Strategic Plan



FY 2025- FY 2028 (July 1, 2024 through June 30, 2028)

Board of Directors Approved on 06/13/2024



Organizational Leadership

Our leadership team is comprised of the Executive Director, Finance Director and program Team Leads. The structure and expectations of our leadership team support our organizational approach towards transparency, professionalism and high-quality service delivery. Additionally, the leadership team is responsible for modeling appropriate and effective customer service to their team members and effectively serve as our subject matter experts.

Our Board of Directors is required to have a tri-partite structure due to KLCAS' designation as a Community Action Agency. The tri-partite structure ensures representation from the private sector, the public sector and low-income community members/representatives.

This structure ensures that there is an opportunity for low-income community members to participate in the creation and implementation of Community Action programs in their community; this is also referred to as Maximum Feasible Participation.

Our Current Board of Directors are:

- Dawn Neal-Ruiz, Board Chair
- Jay Otero, Board Vice Chair
- Chip Massie, Interim Treasurer
- Vicki Partridge- Hiland
- Commissioner James Williams, Lake County

The Strategic Planning Process



Klamath and Lake Community Action Services prepares a strategic plan every three years with quarterly progress reporting to the Board of Directors.

Our quarterly progress reporting to the Board of Directors ensures that they are aware of any progress or challenges which can inform development of solutions, celebration of achievements and/or re-assessment of our approach.

For this Plan, we engaged Portland State University to conduct a Community Needs Assessment. We also engaged Leeann Marx and Brandy Boulos of Oregon Housing and Community Services to assist with the development of the mission, vision and values statements. The strategic goals were developed by our leadership team; operational goals were developed by team members. We believe this approach will increase the understanding within our organization of the importance, purpose and use of this process.

Mission Statement

We address individual and family needs and make connections to promote communities that thrive.

Vision Statement

We envision an equitable future where every individual and family have access to resources and support to break the cycle of poverty, where our services are no longer needed.



Values Statements

KLCAS commits to treating everyone who crosses our path with honesty and respect. We support and advocate for individuals and families, restoring hope by providing our services with transparency, empathy and confidentiality. We approach our work with integrity and hold ourselves and each other accountable.

Core Values:

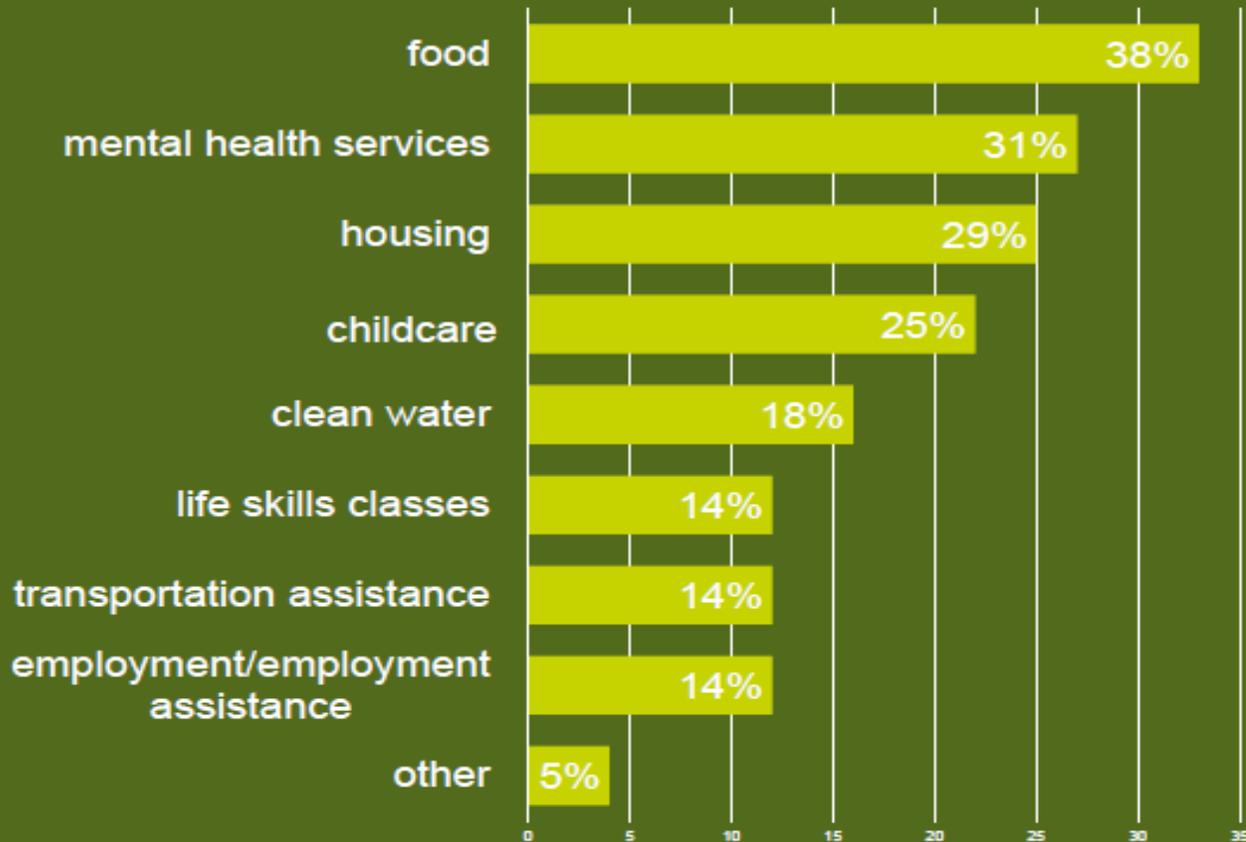
- **Honesty**- We will be sincere and truthful.
- **Respect**- We will meet people where they are.
- **Advocate**- We will support our participants.
- **Transparency**- We will be open and honest.
- **Empathy**- We will be sensitive to the experiences of others.
- **Confidentiality**- We will protect private information.
- **Integrity**- We will do the right thing even if no one is watching.



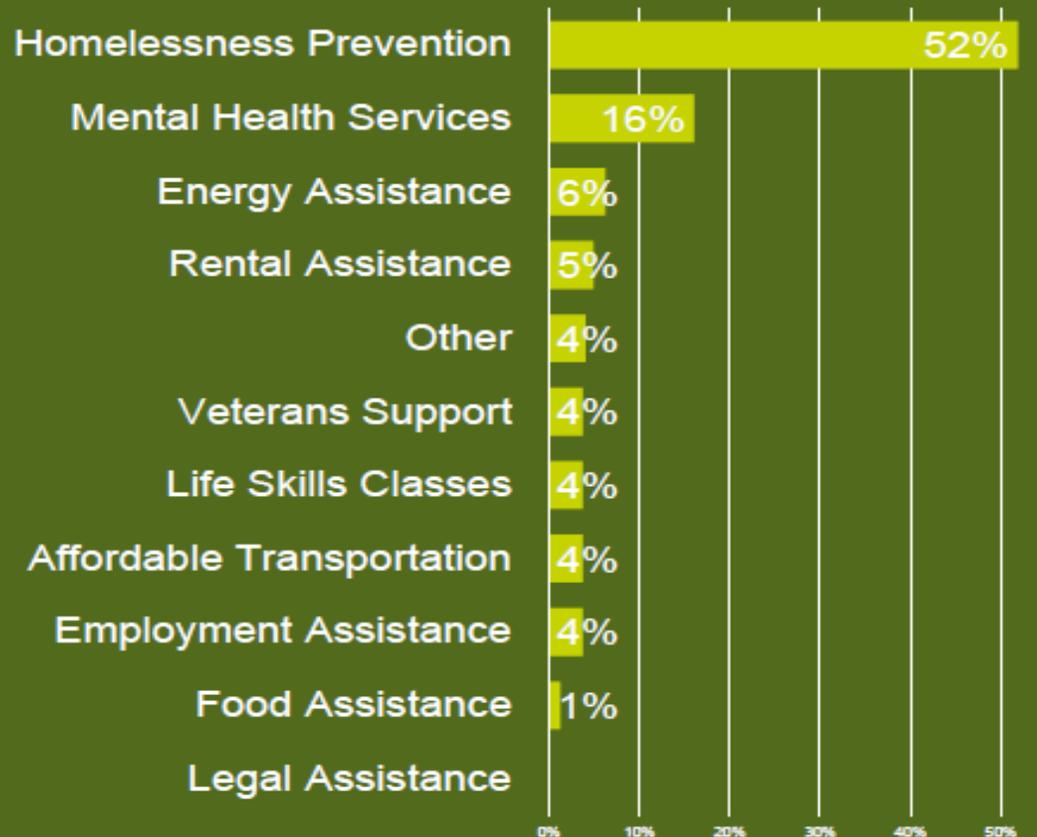
Community Needs Assessment Results

What community survey respondents told us

Your primary needs right now (n=87)



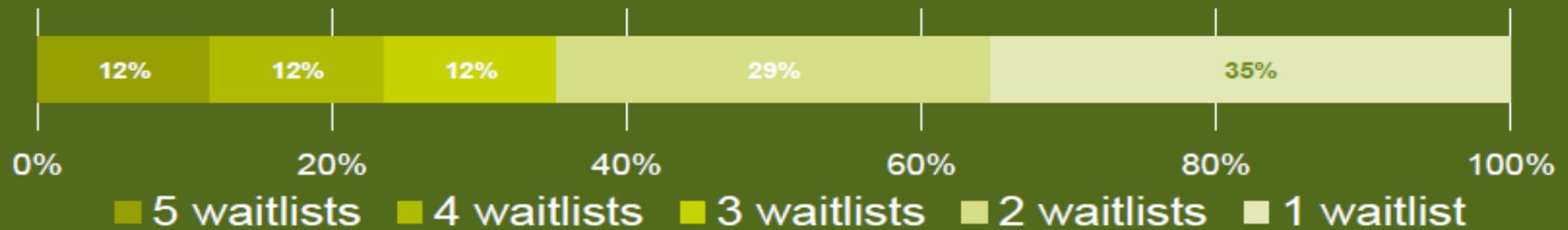
Greatest need in your county right now (n=81)



Community Needs Assessment Results, continued

What community survey respondents told us

Which services are you currently on a waitlist for? (n=17)



How long have you been waiting? (n=17)



Mental Health Referrals, Veterans Support, Family Support, Energy Assistance, and Homelessness Prevention

Community Needs Assessment Results, continued

Service Gaps

1. Access to housing (previous studies, board, staff, and service users)

- a. Housing stock not available (board members)
- b. Landlords not willing to work with KLCAS, 3x the rent requirement (staff)
- c. Living wage employment unreliable or unavailable (service users)
- d. Homelessness services not offered in Lake County (service users, board members)
- e. 29% of community survey respondents identified housing as their own primary need and 52% identified homelessness services as the greatest need in their county right now

2. Access to mental health care (previous studies, board, staff, and service users)

- a. Lack of BH professionals, increasing worry around fentanyl overdoses (board members)
- b. 31% of community survey respondents identified mental health care as their primary need, 16% identified mental health care as the primary need in their county

Community Needs Assessment Results, continued

Service Gaps

3. Trauma-responsive

services

(Identified by Board, Staff, & Service Users)

- a. Service providers don't understand people in poverty (board)
- b. No in-person staff available in Lake County (staff and service users)
- c. Lack of transparency (staff and service users)
- d. Not enough bilingual staff, no office hours, difficult tech systems to navigate (staff)
- e. Long wait times, lost and repetitive paperwork (service users)

4. Additional services

(Identified by Staff & Service Users)

- a. Clean water
- b. Reliable food access
- c. Affordable death services (*Klamath only*)
- d. Affordable & good quality firewood
- e. Gasoline assistance
- f. Affordable, appropriate, and safe childcare

Community Needs Assessment Recommendations

Recommendations

1. Increase access to housing

- a. Create partnerships with community organizations to increase housing stock
- b. Advocate with landlords and policy makers to remove the 3x rent requirement
- c. Increase income supports through relationships with employers & policy makers
- d. Offer homelessness prevention services and interventions in Lake County

2. Increase access to behavioral health care

- a. Partner with community organizations to increase access to BH professionals
- b. Educate the community about the dangers of fentanyl
- c. Develop workflows for warm hand-offs to MH and SUD treatment providers

Community Needs Assessment Recommendations, continued

Recommendations

3. Provide trauma responsive services

- a. Review policies, practices and physical environment for potential activation of trauma responses among staff and clients
- b. Provide staff trainings to enhance understanding of people in poverty
- c. Increase staff availability in Lake County
- d. Add transparency around availability of funding for staff and service users
- e. Hire bilingual staff
- f. Host office hours
- g. Reduce complexity of technical systems
- h. Decrease wait times by streamlining application processes and workflows
- i. Reduce repetition across programs by restructuring services to a case management model

Community Needs Assessment Recommendations, continued



Recommendations

4. Increase access to additional services

a. Continue to provide essential services :

- Homelessness prevention
- Energy assistance
- Representative payee programs
- Family supports

b. Create partnerships to increase access to essential needs (service providers for utilities, policy makers)

- Clean water
- Healthy food
- Death services
- Quality firewood
- Gasoline for transportation
- Safe & appropriate childcare
- Housing and resources to prevent loss of housing/homelessness

Community Needs Assessment Recommendations, continued

Recommendations

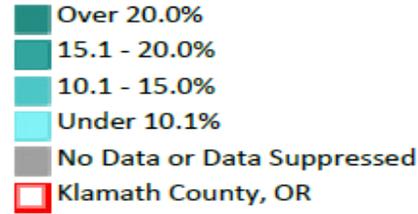
5. Create an evaluation plan

- a. Use repeated measures (staff surveys, client feedback surveys, analysis of service data) that track progress towards goals and objectives
- b. Document project outcomes to share with funders and other key stakeholders
- c. Use findings to strategize continuous quality improvement
- d. Share your successes on your website, in social media, and in programmatic reports!

Community Needs Assessment Data for Klamath County

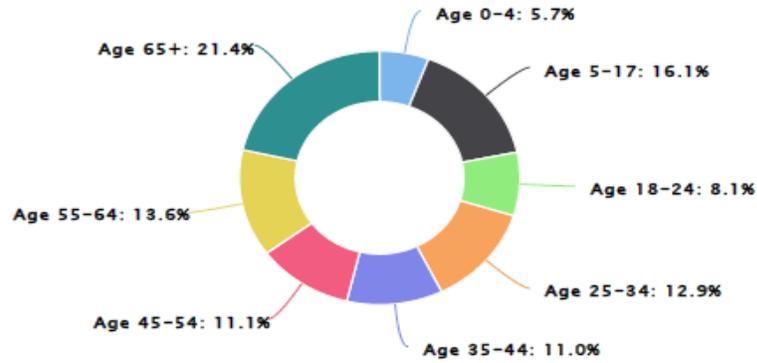


Population Below the Poverty Level, Percent by Tract, ACS 2018-22



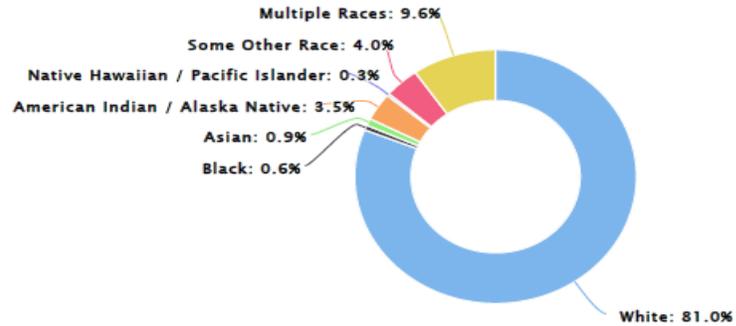
Total Population by Age Groups, Total

Klamath County, OR



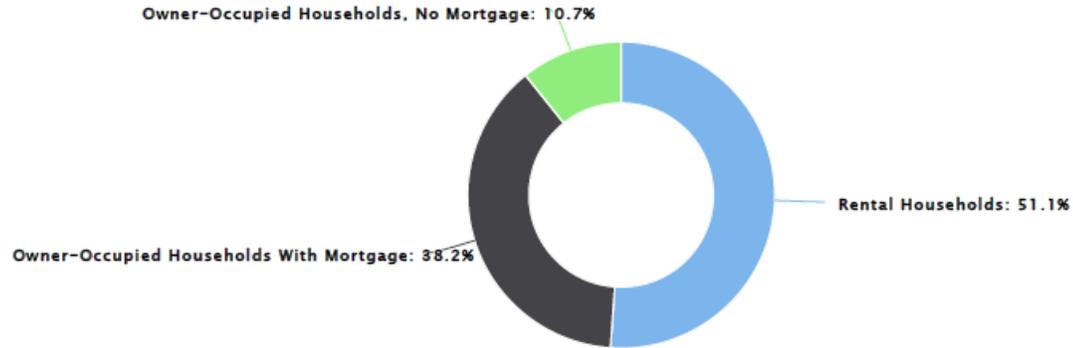
Total Population by Race Alone, Total

Klamath County, OR



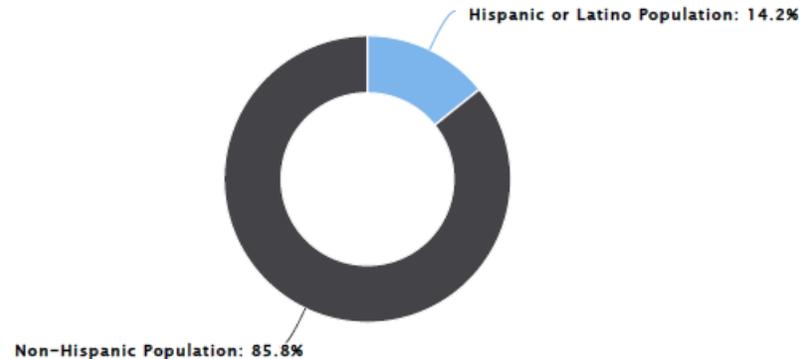
Cost-Burdened Households by Tenure, Total

Klamath County, OR



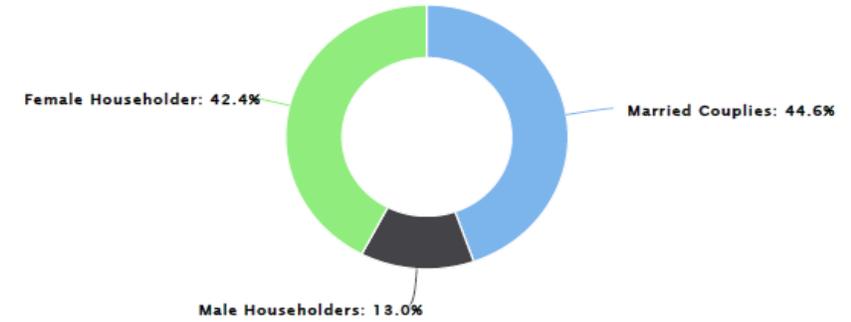
Total Population by Ethnicity Alone

Klamath County, OR



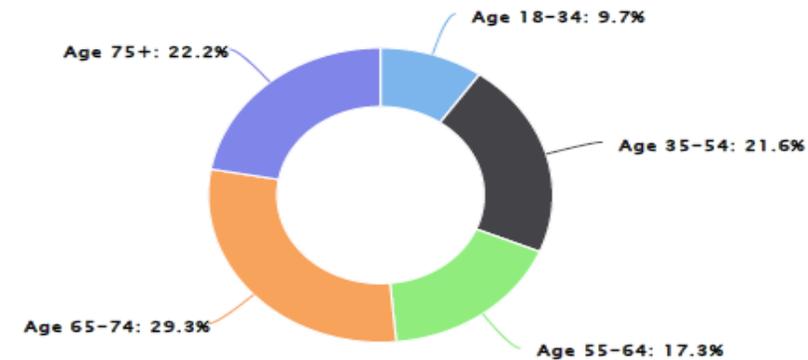
Families in Poverty by Family Type

Klamath County, OR



Veteran Population by Age Group, Total

Klamath County, OR



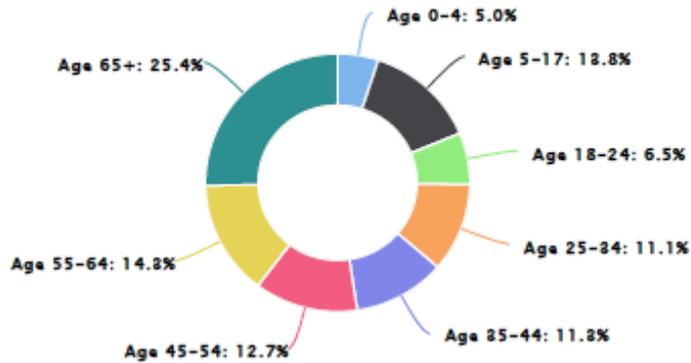
Community Needs Assessment Data for Lake County



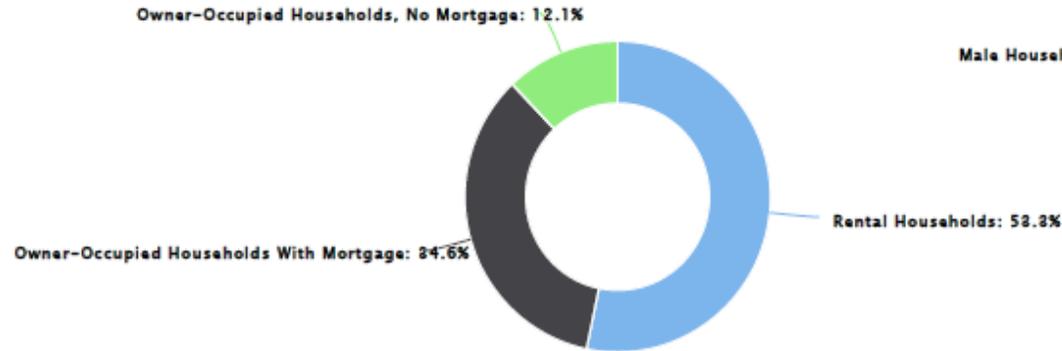
Population Below the Poverty Level, Percent by Tract, ACS 2018-22



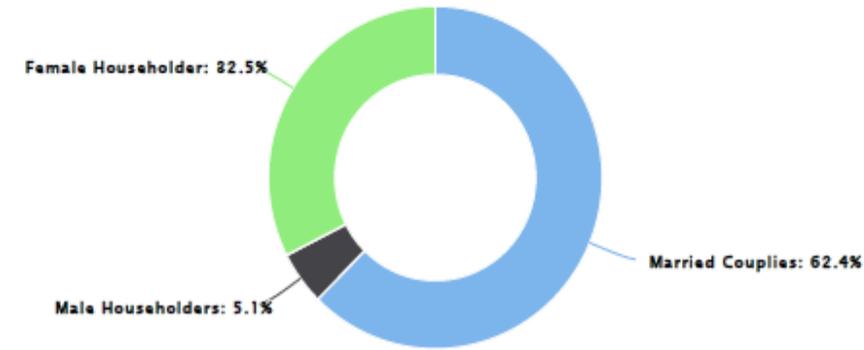
Total Population by Age Groups, Total
Lake County, OR



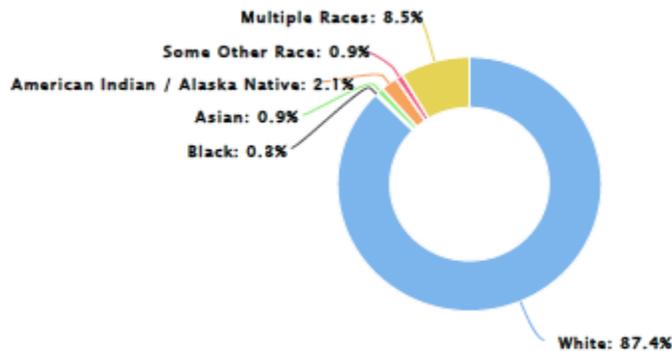
Cost-Burdened Households by Tenure, Total
Lake County, OR



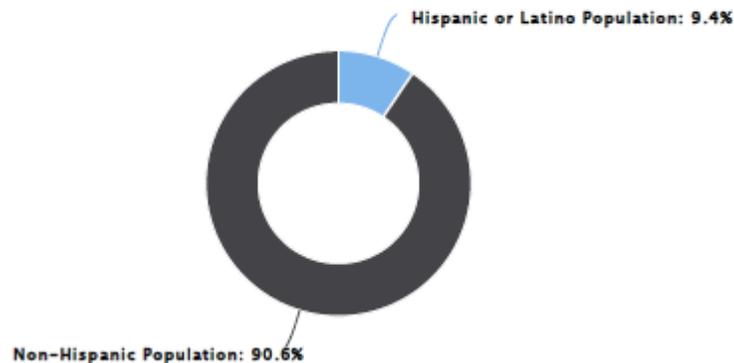
Families in Poverty by Family Type
Lake County, OR



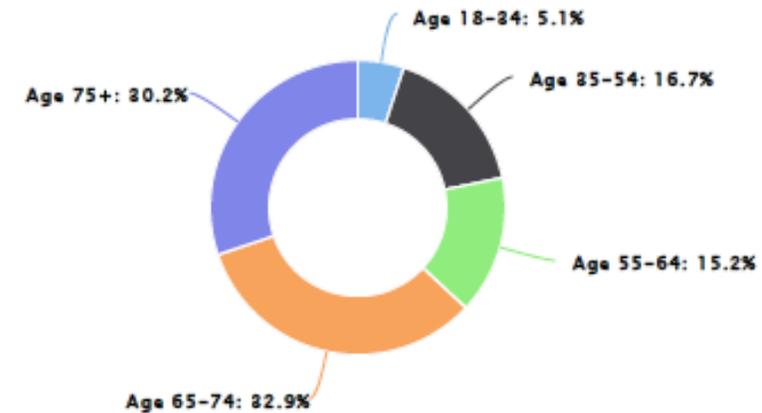
Total Population by Race Alone, Total
Lake County, OR



Total Population by Ethnicity Alone
Lake County, OR



Veteran Population by Age Group, Total
Lake County, OR



Resources

Available Resources

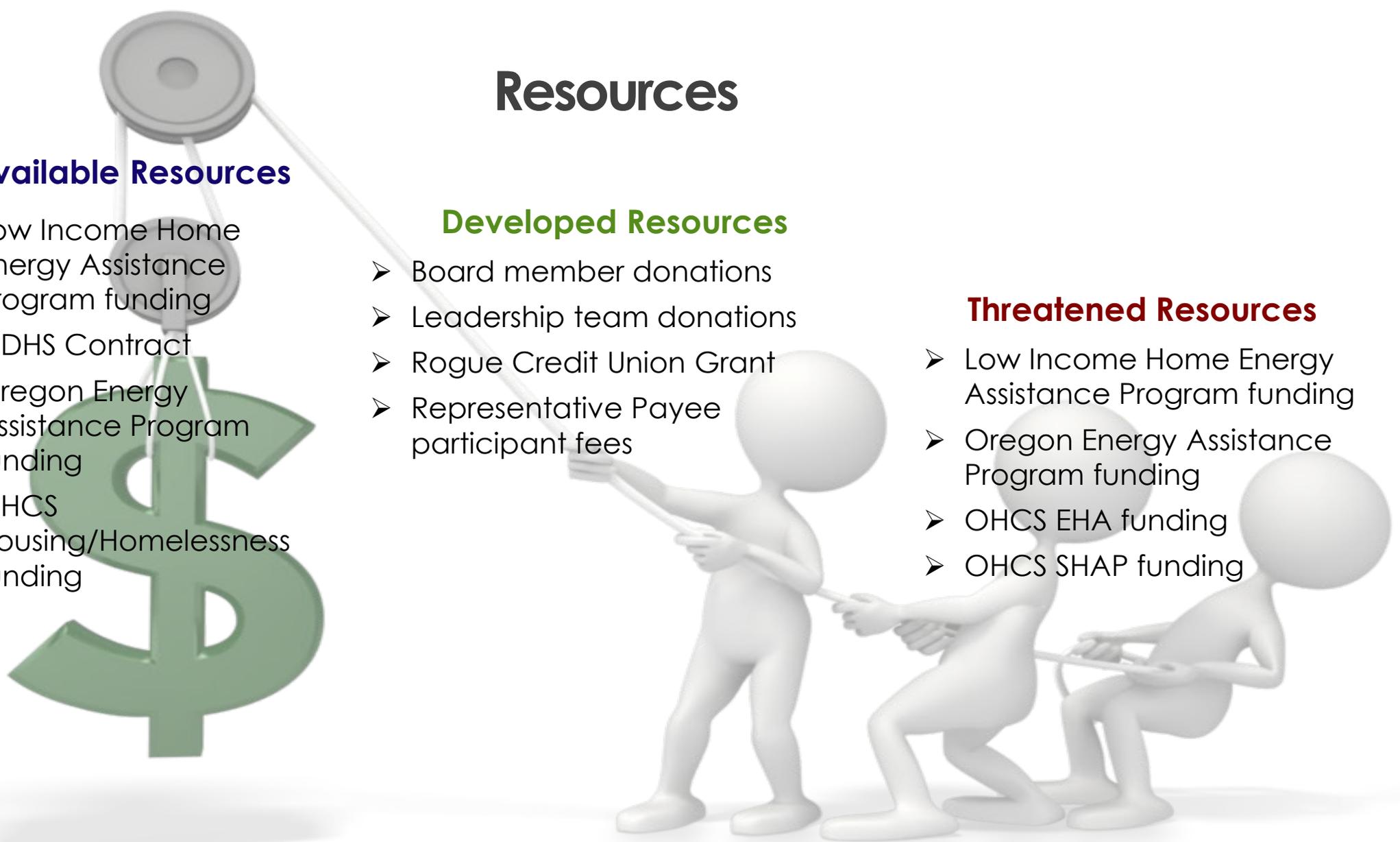
- Low Income Home Energy Assistance Program funding
- ODHS Contract
- Oregon Energy Assistance Program funding
- OHCS Housing/Homelessness funding

Developed Resources

- Board member donations
- Leadership team donations
- Rogue Credit Union Grant
- Representative Payee participant fees

Threatened Resources

- Low Income Home Energy Assistance Program funding
- Oregon Energy Assistance Program funding
- OHCS EHA funding
- OHCS SHAP funding





Strategic Goals

- Increase quality of access to services, using a trauma responsive approach.
- Create an evaluation plan that measures progress to goals, outcomes and impact using qualitative and quantitative data.
- Increase awareness of and engagement with community partners to increase access to additional services.
- Empower team members to educate community members, community partners and elected officials.
- Develop and implement creative initiatives to address gaps in services, including identification of resources outside of OHCS.

Energy Assistance Operational Goals

Years One and Two



Year One:

- Maintain full staffing, increase retention of current team members.
- Team members are consistently processing 20 applications per day.
- Increase knowledge of weatherization assistance program through training with OHDC.

Year Two:

- Increase level of relationships of team members with other providers throughout the state.
- Implement engagement in a peer exchange with high performing providers.
- Provide team members opportunities for professional growth.
- Increase presence of Energy Assistance team in Lake County.

- Identify and apply for grants that can support the team's goals.
- Find more energy related programs and increasing engagement with them to provide accurate referrals.
- Increase knowledge of and related skill sets to engage in utility rate cases.
- Increase opportunities to advocate for additional funds at the local, state and federal levels.

Energy Assistance Operational Goals

Year Three



Family Support & Connections Operational Goals

Years One and Two

Year One:

- Maintain full staffing, increase retention of current team members through team building, goal setting and opportunities for professional development.
- Increase participant engagement in workshop opportunities.
- Reset ODHS expectations for case management/home visits to high-needs participants instead of all participants.

Year Two:

- Increase program awareness through direct outreach, partner outreach and attendance at community events in frontier communities.
- Increase availability of classes (up to 10 per week) in Klamath County.
- Increase availability of classes (up to 6 per month) in Lake County.
- Increase engagement and improve relationships with partners in Klamath and Lake Counties.



- Identify and apply for grants that can support the team's goals.
- Provide access to classes in Chiloquin, Bonanza and Malin.
- Increase number of weekly classes in Lakeview.
- Identify new programs to better support our families, including leading or partnering with other organizations.

Family Support & Connections Operational Goals

Year Three



Finance Operational Goals

Year One:

- Finance Director to cross-train Finance Specialist on independent audit related tasks.

Year Two:

- Work with team leads to get their budgets done in April and presented to the Board in May.

Year Three:

- Finance Specialist and Finance Technician cross-trained to do all tasks completed by the Finance Director.

Years One through Three



Year One:

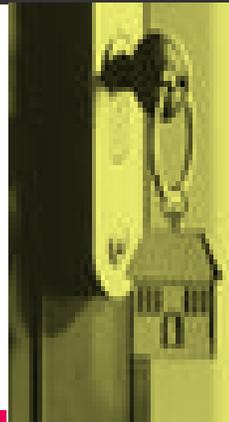
- Improve outreach regarding and accuracy of Lake County PIT count data.
- Data Collection and Analysis-Improve data collection methods and accuracy of data input into HMIS to better understand the needs and outcomes of the populations served.
- Policy Advocacy-Advocate for local policy changes that support individuals/families currently facing houselessness.
- Enhance Supportive Services and Case Management-Develop or expand support services such as job training, mental health first aid training, case management training, etc....

Year Two:

- Research, apply for, and receive additional grants/funds that can mitigate barriers in our long-term rental assistance program.
- Earmark funding to develop a “Tenant Education” class that will increase housing stability for previously houseless individuals and families.
- Continue to build and structure the Klamath County Homeless Task Force group to rehouse homeless individuals and decrease the PIT count numbers by a minimum of 35%.

Homeless Prevention Operational Goals

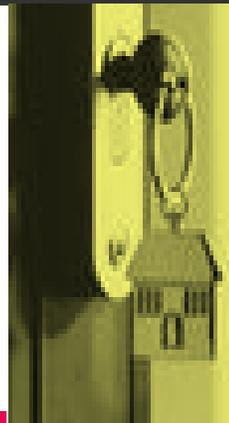
Years One and Two



- Identify funding to increase the supply of affordable housing and identify partners willing to support that effort.
- Transition out of providing eviction prevention services in Curry County.
- Identify funds to conduct a pilot project, similar to the “New Leaf Project” in Canada.

Homeless Prevention Operational Goals

Year Three



Year One:

- Improve relationship with the Medford Social Security Administration office.
- Find a bank that can do CAP Trust accounts and learn about those accounts and when they are required.

Year Two:

- Learn more about Veteran's Administration and Railroad benefits properly represent those participants and learn funding overpayment processes.
- Team members become SOAR certified to assist program participants in accessing Social Security benefits for which they are eligible.

Year Three:

- Determine how to minimize barriers to accessing Social Security information on behalf of participants.

Representative Payee Operational Goals

Years One through Three



Data Sources:

- Portland State University Community Needs Assessment, data gathered from community members, community members, KLCAS staff and KLCAS Board of Directors
- Klamath and Lake County Data generated from county-level National Community Action Needs Assessment Reports

Developed by:

- KLCAS Board of Directors
- KLCAS team
- Leeann Marx and Brandy Boulos of Oregon Housing and Community Services
- PSU Regional Research institute for Human Services

