

ANDREW COUNTY MINISTRIES

Strategic Plan

Serving others for the glory of God

MISSION

The mission of Andrew County Ministries is to serve others for the glory of God through enriching lives and meeting needs.

PHILOSOPHY

Andrew County Ministries is a faith-based organization seeking to do the work of God through collaboration and partnerships - that individual congregations find difficult to do alone.

As disciples, we are called to action. We believe that we are God's workers, "created in Christ Jesus unto good works, which God hath before ordained that we should walk in them." We also believe that "God is able to make all grace abound toward you; that ye, always having all sufficiency in all things, may abound to every good work.,,2

VALUES

Every organization is guided by certain values, which are inherent in every program, every service, and every opportunity. The values of Andrew County Ministries include:

- The power of prayer
- Ecumenical in purpose and action
- Respect for the dignity and value of each person¹
- Generosity without judgment
- Collaboration and cooperation
- Responsive to the current need

DATA

The 2004 US Census identified 13% of Missourians as living in poverty.³ Most of the critical poverty in Missouri is found in rural counties, particularly those in the southeastern corner of the state. While Andrew County is predominantly rural, it has a significantly lower poverty rate at 9% . The Northwest region of Missouri has distinct characteristics of individual well-being. An analysis of regional factors such as education, unemployed adults and children in poverty reveals both indicators of and barriers to economic well-being. According to data from the US Census, the Missouri Department of Economic Development and the

¹ Ephesians 2: 10, King James Version

² Corinthians 9:8, King James Version

³ US Census Bureau - <http://www.census.gov>

Bureau of Labor Statistics, these indicators in Andrew and Buchanan Counties closely parallel the state indicators.

The most staggering regional barrier is the number of children in poverty. Although trend analysis indicates that this factor has consistently decreased, the percentage of children in poverty remains a defining factor for the region and a barrier to economic well-being. A significant indicator of childhood poverty is living in a single parent household. While Andrew County has lower rates of single parent households, Buchanan County exceeds the Missouri average

In mid-2007, it was reported that Missouri had seen its foreclosure rates increase to almost 240%. During January and February of 2007 alone, the total number of foreclosures skyrocketed from 1,753 homes to 5,966 compared to the same time frame in 2006. At the time of that report, all counties across the state had been affected to some degree.⁴ The national economic crisis has hit Missouri families extremely hard.

HISTORY AND FUTURE PLANS

Andrew County Ministries was formed in 1976 to coordinate the voluntary Christian ministry of cooperating Andrew County churches. Over the years, ACM has dedicated increased efforts and finances to social services for the poor and needy of the rural areas of Andrew and Buchanan Counties. operating a variety of programs with specific focus on issues of hunger, disaster relief transient services, volunteer coordination, and ecumenical worship services.

Andrew County Ministries programs that ^{include} ~~add~~ hunger and poverty include Food Pantries and Clothes Closets, with more than 200 families assisted nearly every month through the Food Pantries. The Emergency Assistance Program provides food, shelter, gasoline, etc., in times of crisis, and each year, the Christmas Assistance Program helps more than 100 families celebrate a brighter Christmas season with food and gifts. ACM is responsive to the ever changing needs of the community, adjusting programs as the needs dictate. A recent example is the addition of the Backpack Buddies program, which provides nutritious kid friendly single-serve food for needy children on weekends.

All of these programs are accomplished through the collaboration and partnership of various individuals and organizations, convened and facilitated by Andrew County Ministries. ACM relies almost exclusively on a dedicated volunteer base to provide services - one of the greatest strengths of the organization. Other strengths include the integrity of the organization and its leaders, respect within the community, and proven ability to obtain funding.

Andrew County Ministries acknowledges the need to increase the volunteer base, especially through attracting and retaining a more diverse group, particularly in terms of

age. Other opportunities for growth may be found through increased funding sources, increased public awareness of the organization, and including and involving not only more churches but also more community organizations. The current economic situation only intensifies the need for Andrew County Ministries, and plans must be in place to identify resources to address the increasing needs while averting any sense of futility or complacency.

Over the next three years, Andrew County Ministries will continue its efforts to meet needs and enrich lives through implementation of its various programs. Three strategic goals will focus those efforts: 1) capacity; 2) enlightenment; and 3) collaboration.

STRATEGIC GOALS

Organizational Capacity

Goal: Andrew County Ministries will increase its organizational capacity so that additional resources are present to meet identified needs.

Organizational capacity is a set of attributes that help or enable an organization to effectively accomplish its mission. Critical capacity elements include resources, effective leadership, skilled and sufficient staff, a certain level of institutionalization, and links to the larger community from which an organization may draw help.⁵ Basic supply and demand evaluate capacity and effectiveness. For example, the ability to acquire resources indicates capacity, while having sufficient resources to accomplish the mission signify effectiveness. Consequently, an out come of increased organizational capacity would be adjusted resource flow in response to changing demands.

The outcome of increasing organizational capacity is that ACM is an accountable, adaptive learning organization.

Using the following strategies, Andrew County Ministries will increase its organizational capacity:

Increased volunteer base	Tactic:	Recruitment Invitation Navigator Principle: Each one make one - Discipleship
New building/facility	Tactic:	
Assessment/Evaluation	Tactic:	Data gathering

⁵ Eisinger, Peter: "Organizational Capacity and Organizational Effectiveness Among Street-Level Food Assistance Programs" - <http://nvs.safepuluom/cfi/reprint/31 / 1/1 15>

Enlightenment

Goal: Andrew County Ministries will increase public awareness so that additional resources are available to meet identified needs.

Andrew County Ministries is committed to increasing public awareness of the services of ACM, thereby increasing public awareness of the magnitude, causes and consequences of hunger and poverty, and letting the public know that solutions do exist and are indeed attainable.

The outcome of increased public awareness will be greater community support for Andrew County Ministries.

Using the following strategies, Andrew County Ministries will increase public awareness:

Communication	Tactic:	Informational Brochure Speakers bureau
Assessment/Evaluation	Tactic:	Data gathering

Collaboration

Goal: Andrew County Ministries will increase its collaborations and partnerships so that additional resources are available to meet identified needs.

The causes of poverty are as complex and varied as are the people who daily experience the conditions of poverty. There is no "one size fits all" response to the needs of those living in poverty. Nor is there anyone organization with all of the answers.

The answer lies in collaboration. Collaboration is a process of participation through which people, groups and organizations work together to achieve desired results.⁶ While one of the major strengths of Andrew County Ministries is its ability to work with a variety of collaborators and partners, responding to increasing needs requires more resources, including additional collaborators and partners.

The outcome of increased collaboration will be innovative services and programs that meet the needs of rural Andrew and Buchanan Counties.

Using the following strategies, Andrew County Ministries will increase its resources through a broader base of collaborations and partnerships:

⁶ National Network for Collaboration - <http://crs.uvm.edu/inneo>