

# COMMUNITY ACTION PARTNERSHIP OF GREATER ST. JOSEPH



## 2018 – 2021 Strategic Plan

### Our Mission

*Helping people, changing lives, and engaging communities to end poverty.*

### Our Vision

*A world free of poverty.*

## **Our Strategic Focus Areas**

Agency's mission and vision will best be carried out in the next three years by focusing on the following four strategic focus areas:

### **Focus One**

#### **Our Employees**

Outcome Statement: CAPSTJOE is the employer of choice in our service area.

### **Focus Two**

#### **Financial Sustainability**

Outcome Statement: CAPSTJOE has increased and diversified its revenue streams and decreased expenses to maximize our impact.

### **Focus Three**

#### **Service Integration**

Outcome Statement: CAPSTJOE staff regularly and effectively communicate about agency programs, services and events to provide integrated services to our families.

### **Focus Four**

#### **Public Awareness**

Outcome Statement: CAPSTJOE is recognized as the leading source on poverty issues and solutions.

## 2018 - 2021 Strategic Plan

### Strategic Focus Area One - Our Employees

**Outcome Statement** - CAPSTJOE is the employer of choice in our service area.

This plan covers the period from 10/1/18 and ends 9/30/2021.

<b>Outcome Objectives</b> <i>Outcomes we are willing to hold ourselves accountable for</i>		Ensure our workforce are prepared and equipped to achieve agency expectations.				Provide benefit package to adequately meet the needs of our workforce		
<b>Action Steps</b> <i>Intentional actions we will take to achieve our desired outcomes</i>		Fully implement fair market wages as identified by 2017 wage comparability study	Create and implement ongoing supervisor training	Develop and implement individual professional development plans (PDP)	Develop and implement agency-wide staff appreciation plan		Provide affordable health benefits to staff	
<b>Performance Measures</b> <i>What we will measure about our outcomes</i>		% of staff whose wages are aligned with wage comparability study	% of supervisors who received annual supervisor training	% of workforce with a PDP	Agency-wide staff appreciation plan deployed throughout agency	Average staff appreciation score (1-10) on annual survey	Decrease the out of pocket cost of family benefits	Create and implement wellness program
<b>Performance Goal</b> <i>Month and year in which our actions are to be completed</i>	<b>10/1/18 – 9/30/19</b>	50%	100%	80%	Plan written and deployed	6.0	2%	Develop Plan
	<b>10/1/19- 9/30/20</b>	65%	100%	100%	-	7.5	4%	Implement Plan
	<b>10/1/20- 9/30/21</b>	85%	100%	100%	-	9	6%	-

Lead Person or Team	Human Resource Director	Human Resource Director	Human Resource Director	Leadership Team		Human Resources Director	Leadership Team	
Progress Status								

## 2018 - 2021 Strategic Plan

### Strategic Focus Area One - Our Employees (continued)

**Outcome Statement** - CAPSTJOE is the employer of choice in our service area.

This plan covers the period from 10/1/18 and ends 9/30/2021.

<b>Outcome Objectives</b> <i>Outcomes we are willing to hold ourselves accountable for</i>		Ensure new staff are prepared and trained for maximum efficiency.			
<b>Action Steps</b> <i>Intentional actions we will take to achieve our desired outcomes</i>		Improve promotion and marketing of employee salary and benefits	Redesign hiring process to reduce time positions are unfilled	Redesign onboarding process to increase staff preparation and knowledge	Create and implement continuing education program
<b>Performance Measures</b> <i>What we will measure about our outcomes</i>		Increase # resources used to promote employment	Decrease avg # of days positions are open (vacancy to offer letter)	Increase % of staff that are knowledgeable about CAP programs, services, benefits	Increase # of staff who participate in first year training program
<b>Performance Goal</b> <i>Month and year in which our actions are to be completed</i>	<b>10/1/18 – 9/30/19</b>	2	3	20%	20%
	<b>10/1/19- 9/30/20</b>	4	6	50%	50%
	<b>10/1/20- 9/30/21</b>	6	9	100%	100%
<b>Lead Person or Team</b>		Outreach Manager	Human Resource Director	Human Resources Director	Leadership Team
<b>Progress Status</b>					

## 2018 - 2021 Strategic Plan

### Strategic Focus Area Two – Financial Sustainability

#### Outcome Statement - Increase revenue streams and utilize cost-saving measures to decrease costs.

This plan covers the period from 10/1/18 and ends 9/30/2021.

<b>Outcome Objectives</b> <i>Outcomes we are willing to hold ourselves accountable for</i>		Increase agency unrestricted revenue by 9/30/21			Secure new grant opportunities to supplement existing programs/services
<b>Action Steps</b> <i>Intentional actions we will take to achieve our desired outcomes</i>		Develop and implement fee for service opportunities	Cultivate annual donor base		Research and secure new grants
<b>Performance Measures</b> <i>What we will measure about our outcomes</i>		# dollars earned through fee for service opportunities	# of dollars donated through donor solicitation	# of dollars donated through annual fundraising event(s)	# new grant dollars secured
<b>Performance Goal</b> <i>Month and year in which our actions are to be completed</i>	<b>10/1/18 – 9/30/19</b>	\$5,000	\$15,000	\$15,000	\$150k
	<b>10/1/19- 9/30/20</b>	\$5,000	\$35,000	\$15,000	\$150k
	<b>10/1/20- 9/30/21</b>	\$5,000	\$50,000	\$15,000	\$150k
<b>Lead Person or Team</b>		Executive Director	Executive Director	Board of Directors	Leadership Team
<b>Progress Status</b>					

## 2018 - 2021 Strategic Plan

### Strategic Focus Area Two – Financial Sustainability (continued)

#### Outcome Statement - Increase revenue streams and utilize cost-saving measures to decrease costs

This plan covers the period from 10/1/18 and ends 9/30/2021.

<b>Outcome Objectives</b> <i>Outcomes we are willing to hold ourselves accountable for</i>		Decrease agency administrative costs (maintenance, contractual and utilities)			
<b>Action Steps</b> <i>Intentional actions we will take to achieve our desired outcomes</i>		Decrease utility costs by implementing energy saving measures	Reduce contractual services and supply expenses	Review facilities' costs to identify opportunities for cost reduction	Develop preventative maintenance program for all facilities
<b>Performance Measures</b> <i>What we will measure about our outcomes</i>		% by which utility costs decreased by 9/30/2021	Re-evaluate all agency contracts and supply costs to determine potential cost savings	Create facilities report that identifies cost saving measures	Decrease maintenance costs by 5%
<b>Performance Goal</b> <i>Month and year in which our actions are to be completed</i>	<b>10/1/18 – 9/30/19</b>	1%	\$5k	Create report and begin implementing measures	1%
	<b>10/1/19- 9/30/20</b>	1%	\$5k	-	2%
	<b>10/1/20- 9/30/21</b>	1%	\$5k	-	3%
<b>Lead Person or Team</b>		Finance Director	Finance Director	Finance Director	Building Maintenance Manager
<b>Progress Status</b>					

## 2018 - 2021 Strategic Plan

### Strategic Focus Area Three - Service Integration

**Outcome Statement** - CAPSTJOE staff regularly and effectively communicate about agency programs, services and events to provide integrated services to our families.

This plan covers the period from 10/1/18 and ends 9/30/2021.

<b>Outcome Objectives</b> <i>Outcomes we are willing to hold ourselves accountable for</i>		Agency staffing structure and referral processes are efficient		Increase consistency of communications from supervisors to direct reports		
<b>Action Steps</b> <i>Intentional actions we will take to achieve our desired outcomes</i>		Reorganize organizational structure	Improve key processes to better serve families	Development and implement communication plan		
<b>Performance Measures</b> <i>What we will measure about our outcomes</i>		% of staff cross-trained	# of families served by more than one agency program/service	Communication plan developed and deployed throughout agency	% of communication plan implemented by 9/1/20	% of supervisor direct reports who report consistent communications from supervisors
<b>Performance Goal</b> <i>Month and year in which our actions are to be completed</i>	<b>10/1/18 – 9/30/19</b>	Implement reorganization – entry level to Director level	25%	Plan written & deployed	25%	Employees surveyed for baseline
	<b>10/1/19- 9/30/20</b>	-	50%		75%	50%
	<b>10/1/20- 9/30/21</b>	-	75%		100%	100%
<b>Lead Person or Team</b>		Executive Director	Leadership Team	Leadership Team	Leadership Team	Human Resources Director
<b>Progress Status</b>						



## 2018 - 2021 Strategic Plan

### Strategic Focus Area Three - Service Integration (continued)

**Outcome Statement** - CAPSTJOE staff regularly and effectively communicate about agency programs, services and events to provide integrated services to our families.

This plan covers the period from 10/1/18 and ends 9/30/2021.

<b>Outcome Objectives</b> <i>Outcomes we are willing to hold ourselves accountable for</i>		Eliminate program silos to cultivate a unified agency culture	
<b>Action Steps</b> <i>Intentional actions we will take to achieve our desired outcomes</i>		Cross-train staff	
<b>Performance Measures</b> <i>What we will measure about our outcomes</i>		% of agency workforce who report a perception of unified agency	% of staff cross-trained across programs
<b>Performance Goal</b> <i>Month and year in which our actions are to be completed</i>	<b>10/1/18 – 9/30/19</b>	Employees surveyed for baseline	50%
	<b>10/1/19- 9/30/20</b>	75%	75%
	<b>10/1/20- 9/30/21</b>	95%	100%
<b>Lead Person or Team</b>		Leadership Team	Leadership Team
<b>Progress Status</b>			

### Strategic Focus Area Three - Service Integration (continued)

**Outcome Statement** - CAPSTJOE staff regularly and effectively communicate about agency programs, services and events to provide integrated services to our families.

This plan covers the period from 10/1/18 and ends 9/30/2021.

<b>Outcome Objectives</b> <i>Outcomes we are willing to hold ourselves accountable for</i>		Families will increase their self-sufficiency		
<b>Action Steps</b> <i>Intentional actions we will take to achieve our desired outcomes</i>		Establish case management services as primary service model to addressing poverty	Implement programs/services that address the priority needs of low-income families, as identified in the 2017 Community Needs Assessment	
<b>Performance Measures</b> <i>What we will measure about our outcomes</i>		% of families who participate in case management services	Demonstrate % of families improve their self-sufficiency as a result of our programs/services	Secure new grant opportunities to support the work of families participating in case management services
<b>Performance Goal</b> <i>Month and year in which our actions are to be completed</i>	<b>10/1/18 – 9/30/19</b>	15%	Utilize family needs assessment to determine baseline	1
	<b>10/1/19- 9/30/20</b>	35%	50%	2
	<b>10/1/20- 9/30/21</b>	50%	100%	3
<b>Lead Person or Team</b>		Family Services Director	Family Services/Early Childhood Director	Executive Director
<b>Progress Status</b>				

## 2018 - 2021 Strategic Plan

### Strategic Focus Area Four – Public Awareness

**Outcome Statement – CAPSTJOE will be recognized as the leading source on poverty issues and solutions.**

This plan covers the period from 10/1/18 and ends 9/30/2021.

<b>Outcome Objectives</b> <i>Outcomes we are willing to hold ourselves accountable for</i>		Increase community awareness of CAPSTJOE’s programs and services						
<b>Action Steps</b> <i>Intentional actions we will take to achieve our desired outcomes</i>		Update and establish letters of agreement	Facilitate frequent poverty simulations	Improve consistency of public communication		Increase agency visibility		
<b>Performance Measures</b> <i>What we will measure about our outcomes</i>		# of active LOA’s	# of simulations facilitated per year	Utilize an agency branding guide	Launch new website and coordinating educational materials	Increase number of Facebook followers	Develop event calendar and ensure agency is represented	Increase number of annual volunteers
<b>Performance Goal</b> <i>Month and year in which our actions are to be completed</i>	<b>10/1/18 – 9/30/19</b>	30	6	Create guide and train staff	Launch website and materials	2,000	Identify events and create calendar	Create volunteer programs and recruit volunteers - 20
	<b>10/1/19- 9/30/20</b>	45	8	Conduct annual training on guide	Update materials	2,500	-	40
	<b>10/1/20- 9/30/21</b>	60	10	Conduct annual training on guide	Update materials	3,000	-	60
<b>Lead Person or Team</b>		Outreach Manager	Outreach Manager	Outreach Manager	Outreach Manager	Outreach Manager		Outreach Manager

<b>Progress Status</b>							