

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.

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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.

Outcome Objectives <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	
Action Steps <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	
Performance Measures <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
Performance Goal <i>Month and year in which our actions are to be completed</i>	10/1/18 – 9/30/19	50%	100%	80%	Plan written and deployed	6.0	2%	Develop Plan
	10/1/19- 9/30/20	65%	100%	100%	-	7.5	4%	Implement Plan
	10/1/20- 9/30/21	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									

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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.

Outcome Objectives <i>Outcomes we are willing to hold ourselves accountable for</i>		Ensure new staff are prepared and trained for maximum efficiency.			
Action Steps <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
Performance Measures <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
Performance Goal <i>Month and year in which our actions are to be completed</i>	10/1/18 – 9/30/19	2	3	20%	20%
	10/1/19- 9/30/20	4	6	50%	50%
	10/1/20- 9/30/21	6	9	100%	100%
Lead Person or Team		Outreach Manager	Human Resource Director	Human Resources Director	Leadership Team
Progress Status					

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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.

Outcome Objectives <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	
Action Steps <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
Performance Measures <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
Performance Goal <i>Month and year in which our actions are to be completed</i>	10/1/18 – 9/30/19	\$5,000	\$15,000	\$15,000	\$150k
	10/1/19- 9/30/20	\$5,000	\$35,000	\$15,000	\$150k
	10/1/20- 9/30/21	\$5,000	\$50,000	\$15,000	\$150k
Lead Person or Team		Executive Director	Executive Director	Board of Directors	Leadership Team
Progress Status					

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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.

Outcome Objectives <i>Outcomes we are willing to hold ourselves accountable for</i>		Decrease agency administrative costs (maintenance, contractual and utilities)			
Action Steps <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
Performance Measures <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%
Performance Goal <i>Month and year in which our actions are to be completed</i>	10/1/18 – 9/30/19	1%	\$5k	Create report and begin implementing measures	1%
	10/1/19- 9/30/20	1%	\$5k	-	2%
	10/1/20- 9/30/21	1%	\$5k	-	3%
Lead Person or Team		Finance Director	Finance Director	Finance Director	Building Maintenance Manager
Progress Status					

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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.

Outcome Objectives <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		
Action Steps <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		
Performance Measures <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
Performance Goal <i>Month and year in which our actions are to be completed</i>	10/1/18 – 9/30/19	Implement reorganization – entry level to Director level	25%	Plan written & deployed	25%	Employees surveyed for baseline
	10/1/19- 9/30/20	-	50%		75%	50%
	10/1/20- 9/30/21	-	75%		100%	100%
Lead Person or Team		Executive Director	Leadership Team	Leadership Team	Leadership Team	Human Resources Director
Progress Status						

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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.

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

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.

Outcome Objectives <i>Outcomes we are willing to hold ourselves accountable for</i>		Families will increase their self-sufficiency		
Action Steps <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	
Performance Measures <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
Performance Goal <i>Month and year in which our actions are to be completed</i>	10/1/18 – 9/30/19	15%	Utilize family needs assessment to determine baseline	1
	10/1/19- 9/30/20	35%	50%	2
	10/1/20- 9/30/21	50%	100%	3
Lead Person or Team		Family Services Director	Family Services/Early Childhood Director	Executive Director
Progress Status				

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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.

Outcome Objectives <i>Outcomes we are willing to hold ourselves accountable for</i>		Increase community awareness of CAPSTJOE's programs and services						
Action Steps <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		
Performance Measures <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
Performance Goal <i>Month and year in which our actions are to be completed</i>	10/1/18 – 9/30/19	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
	10/1/19- 9/30/20	45	8	Conduct annual training on guide	Update materials	2,500	-	40
	10/1/20- 9/30/21	60	10	Conduct annual training on guide	Update materials	3,000	-	60
Lead Person or Team		Outreach Manager	Outreach Manager	Outreach Manager	Outreach Manager	Outreach Manager		Outreach Manager

Progress Status								