

Year

Strategic Plan

*Community Action Partnership
of Greater St. Joseph*

Plan Dates (August 2015 – 2018)



CAPSTJOE Strategic Planning Process

DATE: 6/24/15-6/26/15

Focus Question: *How do we, over the next 3-5 years, enhance our capacity to help people, change lives, and engage communities to end (reduce) poverty?*

Basic Facts & Data about our Current Situation	Recent Accomplishments	Trends	Benefits/Advantages in developing a Strategic Plan
<ul style="list-style-type: none"> • High percent of people on Medicaid(births) • High free and reduced lunch rates • Youth in poverty doubled in the last year • 28% youth poverty (Buchanan county) • Education rates are generally lower than state numbers • Median income lower than other areas • Lot of working poor; shrinking middle class • Health and smoking decreased, other issues increasing • Lack of access to mental health providers, many not accessible to Medicaid recipients • 44% of population has to choose between heating and other needs • Public transportation inadequate 	<ul style="list-style-type: none"> • Increase in school readiness for Head start • MWA numbers are high, increased need, greater awareness • Received an extra \$1 million for EHS for the service area (flexible regulations to work with partners) • 27 miles of hike, bike and sidewalk ordinances • Health initiatives reduced smoking 32>19% over 10years • Increased accessibility to food (2nd harvest, backpack buddies) • New packing house/plant opening soon (jobs) • New project with NW Health services, priority scheduling • Instilling vision/values of C.A. (internal and external) • Recent monitoring cleared of previous findings • A lot of helping people (LIHEAP, others) • Increased integration of services and departments • New partnerships with many agencies <p><u>Recent Challenges/ Set Backs</u></p> <ul style="list-style-type: none"> • Overcoming our past • Tooting our own horn, communicate what we do • Increased competition for money 	<ul style="list-style-type: none"> • Transient population - communication challenge • Community is plugged in to current needs/issues • Big enough and small enough to work together, not get lost in the shuffle • More agencies willing to work together • Jobs require higher education, different skills • Educated people sometimes don't stay in St. Joe • No stability in political/funding arena • Understanding/consensus of awareness of poverty and mental health issues being • Revitalization of downtown area • People are growing more of their own food • Population growth last 25 years (reversed 100 year decline) 	<p><u>Benefits/Advantages</u></p> <ul style="list-style-type: none"> • Passionate employees • Knowledgeable employees • Programs (i.e.: LIHEAP) help bring people in the door and enable us to provide other services • State, network, national supports to learn faster • 50 year track record • Re-competing made us better (HS) • Corrective action plans helped improve practices/processes • Location is easy to find

Practical Vision

What do we want to see in place in 3 – 5 years as a result of our actions?

Community Impact	Providing a Positive Work Environment	Engage the Low Income Through Integrated Services	Increasing Capacity and Opportunities	Enhancing Community Presence, Vitality and Relations	Developing Stronger Fiscal Health (#mo money less problems)	Building Organizational Efficiency
<ul style="list-style-type: none"> • Reduce poverty to year 2000 rate of 12% • We successfully passed Medicaid expansion 	<ul style="list-style-type: none"> • Competitive salary and benefits • Lower blood pressure for employees • Desirable work place • Physical environment that meets needs • More functional building 	<ul style="list-style-type: none"> • One stop shop • Fully integrate service delivery to our clients • Cross program intake process • Empathetic service • More client engagement rather than handouts • Hold the low income more accountable in their role 	<ul style="list-style-type: none"> • Work ready focused live skills • More opportunities for youth and seniors that are low income • Every willing worker had a living wage job • Community funded quality early childcare services • Ability to take on new programs • Stimulate more quality /affordable child care via partnerships • Be able to serve a broader income range • CAPSTJOE food bank and community garden • Anyone can find affordable , livable housing 	<ul style="list-style-type: none"> • Prevalence in the community • Have strong partnerships within the community • Steady flow of volunteers • Board of choice • Be well known in the community • Develop pockets of support and revenue 	<ul style="list-style-type: none"> • Financial stability • Choice agency for philanthropy, fundraising • Have a good audit to increase funding possibilities • Supplemental funding • Audit free of findings • Develop new sources of revenue 	<ul style="list-style-type: none"> • Stronger/ consistent agency process • Efficiency through better systems internally • Entire agency comes together as a team • Fluid communication between departments


Underlying Contradictions

What is blocking us from moving toward our vision?

Poor Process Design and Implementation	Diminished Agency Capacity	Inconsistent Commitment to Resource Development	Segregated Cultures	Insufficient Consideration (employee, customer, etc.)	Fear and Assumptions
<ul style="list-style-type: none"> • Agency capacity effects programs • Back up succession plan • Structured plan • Uniform process • A need for internal process • Cross training • Clear processes and responsibilities • Do instead of say • Need lots more motivation • Current wage/salary schedule • Strong leadership (need to get along) • Consistency overall 	<ul style="list-style-type: none"> • Losing sight of mission and vision • Job security • Getting out into the community • Turnover in key positions • Reputation in the community • History dynamics impeded internal and external activities • Board of directors knowledge and experience • Board participation and insight 	<ul style="list-style-type: none"> • Funding opportunities • Knowledge of and ability to apply for supplemental funding • Commitment of time for determining options • Knowledge/ opportunities for building options • Advertisement in the community • Knowing cost/expense of better physical environment • Knowledge of community resources 	<ul style="list-style-type: none"> • Resentment between programs • Attitudes toward each other • Willingness to spend time and energy cross program • Negativity about other programs 	<ul style="list-style-type: none"> • Understanding/ empathy of needs of low income • Effects and implementation of salary changes • Employee feedback • How to align jobs and job duties with available funds 	<ul style="list-style-type: none"> • Assumptions that impede communication • Manner of communication • Open communication • Communication between client and staff

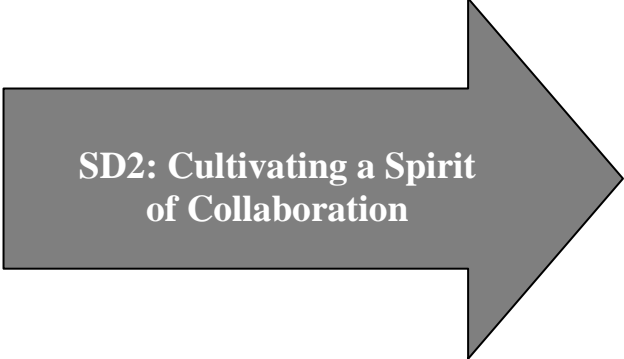
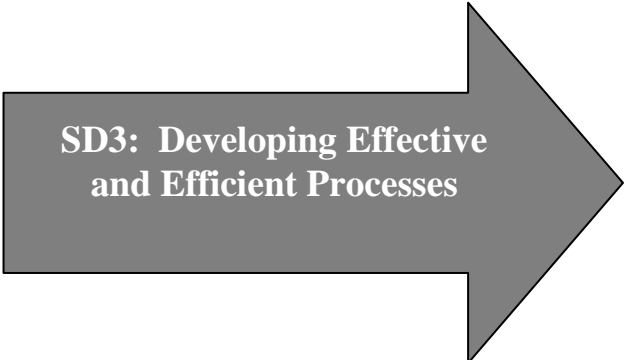
Strategic Directions

What innovative substantial actions will deal with the underlying contradictions and move us toward our vision?

Promote Culture of Community Action	Community Relations	Improved Training	
<ul style="list-style-type: none"> • Leadership sets example • Open door policy • Build trust through action • Modeling teamwork and collaboration • Conflict accountability • Community action purpose • Professionalism • Building trust through interpersonal safety • Addressing issues timely 	<ul style="list-style-type: none"> • Identify potential partnership • Committing to community activities • Re-vamp website 	<ul style="list-style-type: none"> • Board of Directors training and orientation • Improved board and staff training • New hire training plan • Professional development training • Conflict resolution training • Board job descriptions, evaluations 	 <p style="font-size: 1.2em; font-weight: bold; margin: 0;">SD1: Promoting Culture of Community Action and Engaging Communities</p>

Strategic Directions *(continued)*

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Employee Engagement	Team Building	
<ul style="list-style-type: none"> • Survey staff and employee committees • Employee survey • Employee input face to face survey • Utilizing intranet for staff messaging 	<ul style="list-style-type: none"> • Scheduled team/staff activities (monthly) • Mix and mingle opportunities • Inter-agency event and activities • More all staff activities and events 	 <p>SD2: Cultivating a Spirit of Collaboration</p>
Effective Process Planning		
<ul style="list-style-type: none"> • Cross agency process team • Maintenance needed • Use of employee committees • Identify, define, and implement processes • All staff committee 		 <p>SD3: Developing Effective and Efficient Processes</p>

First Year Accomplishments

Strategic Direction 1: Promoting Culture of Community Action and Engaging Clients

Current Reality	1st Year Accomplishments	Success Indicators <i>(what would be different in 2- 3 years as a result of our actions)</i>
<ul style="list-style-type: none"> • Room for improvement • Many new staff-not well-versed in ethics, vision and values of C.A • Have templates, need to tweak, update, etc. • Some things in motion, need to know how they fit • Burned bridges (?) • Positive customer feedback • Many willing to work with CAPSTJOE • Competition for private funds (territorial) 	<ol style="list-style-type: none"> 1. Bring back All staff committee with schedule for 1 year 2. Solicit staff feedback (content/needs/format) 3. Create Board/P.C training and orientation plan 4. Social media/P.R. campaign 5. Communication infrastructure 6. Feedback/cooperation with other service agencies in St. Joe area 7. Increased employee satisfaction 8. One new CCAP 	<ul style="list-style-type: none"> • Training/orientation plans in place and updated • Positive employee feedback • Higher retention rates • Increased Board of Directors participation • Resource Development campaign ready to go (2yrs) • Leadership team more engaged in CCAP • Leadership team getting out to community and Head Start and Outreach Centers • Open door-people are comfortable talking to others • Community knows who CAP is (agency and individual leaders)

First Year Accomplishments *(continued)*

Strategic Direction 2: Cultivating a Spirit of Collaboration

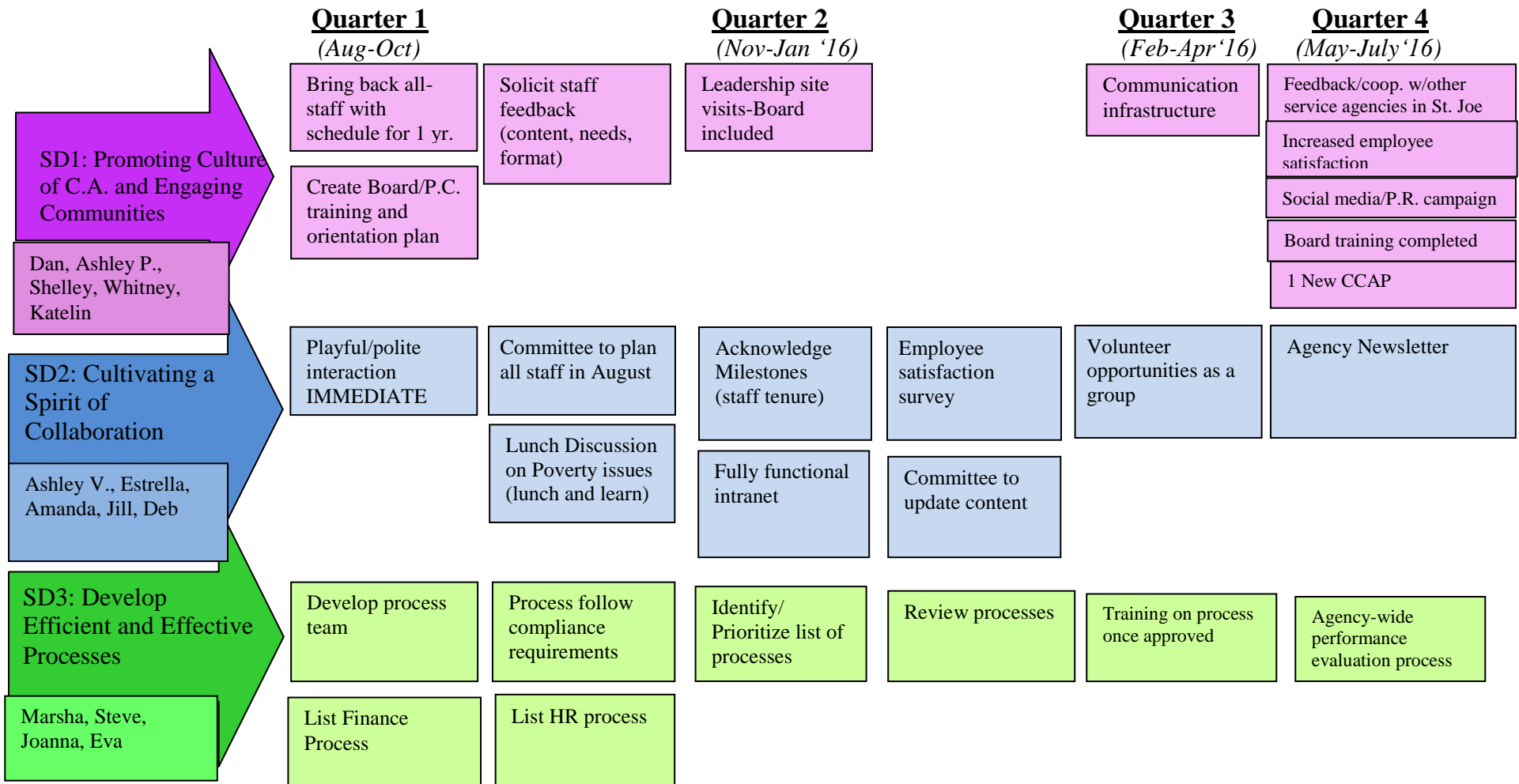
Current Reality	1st Year Accomplishments	Success Indicators <i>(what would be different in 2- 3 years as a result of our actions)</i>
<ul style="list-style-type: none"> • No real team building • Events/activities are somewhat silo'd • Communication gaps • Assumptions • History is still driving current actions/feelings • We don't use the intranet • 50th celebration meeting-inclusive • Programs drive the agency (silos) 	<ol style="list-style-type: none"> 1. Fully functional intranet 2. Commitment to update content 3. Agency newsletter 4. Volunteer opportunities as a group 5. Playful/polite interaction 6. Committee to plan all staff in August 7. Identify/cross-reference for TANF changes 8. Lunch discussion on poverty issues (lunch and learn) 9. Employee satisfaction survey 10. Acknowledge milestones (staff tenure) 	<ul style="list-style-type: none"> • We'll be one team • Intranet will be main source of communication • Field staff collaborating • Employee feedback survey completed • Consistent team building activities • Standing committees for staff involvement • All staff events-agency food days • Staff across departments go to lunch together • Audits with no findings • Cross-program client and staff interaction/volunteer • MIS data shows integration

First Year Accomplishments *(continued)*

Strategic Direction 3: Developing Effective and Efficient Processes

Current Reality	1st Year Accomplishments	Success Indicators <i>(what would be different in 2- 3 years as a result of our actions)</i>
<ul style="list-style-type: none"> • Some process in place • Some follow and some don't • Some use old • Some drafts not approved • Changes not communicated • Processes not discussed • Not meeting compliance requirements • Some processes not efficient • Needs collaboration • New compliance requirements coming 	<ol style="list-style-type: none"> 1. Develop a process team 2. Identify/prioritize list of processes 3. Agency-wide performance evaluation process 4. List HR processes 5. List finance processes 6. Training on processes once approved 7. Process follow compliance requirements 	<ul style="list-style-type: none"> • No findings on audit • Stable of internal competent process people • Well defined roles and responsibilities • Well communicated process • Consistent process • No corrective action • Building repairs done • No concerns with payroll and benefits • No accounts payable concerns • World class process metrics • Using credit/tools only as intended • Others come to CAP for best practices

First Year Calendar of Accomplishments



Strategic Plan 90-day Implementation Steps Worksheet

DATE 6/26/15

Strategic Direction: Promoting culture of C.A and Engaging Communities Accomplishment: Bring back all-staff with 1 year schedule				
Action Steps			Who	When
<ol style="list-style-type: none"> 1. Determine number of meetings (3)/schedule 2. Confirm location (s) 3. Form committee (volunteers) 4. Committee meeting/define responsibilities 5. Determine content for all-staff 6. Assign tasks for day of event 7. Submit for approval 			Katelin Katelin Katelin Katelin/committee Committee/leadership team Committee	July 4 th 2015 July 4 th 2015 July 10 th 2015 July 15 th 2015 July 28 th 2015
Coordinator: Katelin	Collaborators or Partners	Evaluation Measures	Resources Needed	Next Meetings
Team Members Ashley V. Ashley P. Michelle	Heartland Foundation	Sign-in sheets Agenda	Donations	July 15 th 2015