



2015-2018
Strategic Plan

Facilitated By

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Community Action Values

We are committed to our clients, staff and communities through:

- **Caring:** We believe in treating all people with dignity and respect. We believe all people can achieve success and increased independence.
- **Service:** We believe in meeting the individual needs of those we serve. We believe in providing responsive and supportive services.
- **Action:** We believe in being responsible and trustworthy stewards of our resources. We believe in immediate action to prevent and resolve concerns. We believe in being an active community partner.

The Community Action Mission

Dedicated to helping people achieve and maintain independence.

Community Action's Vision for the Future- 2018

- We are using an agency wide database that allows the sharing of data across the agency.
- Our data is real time, useful and being used to make strategic decisions.
- We are well staffed with quality employees and retaining them long term – bringing stability and consistency.
- Community partners know us, what we do and vice versa. We are referring and collaborating and not duplicating services.
- Our relationships with others have improved and we have a positive reputation.
- Clients want to come to our agency for services.
- The technology we provide our clients helps them easily navigate and know what we do. The tools and resources on our website are compatible with the tools clients have.
- We have a strong presence in our out-counties.
- Community Action has regained the sense of “the place I want to work.”
- There is greater stability in all leadership positions within the agency.
- People are adequately trained as they start and are teamed with people who can mentor them.

- We have up to date information and policies.
- We have easy access points where people can find information through an intranet.
- We have an engaged Board who contribute to the strategic direction and championing of the Agency.
- We have refined the Board recruitment process to better identify those who have passion for our mission.
- We have a Board orientation process in place that effectively prepares Board members for their roles and responsibilities.
- We have reviewed our programs and determined where we want/need to grow utilizing our vetting process.
- We are tracking our outcomes and are able to effectively tell the stories of our clients.
- We have reviewed our processes to simplify customer interaction and access.

Strategic Priority Areas

- Recruitment/Retention
- Leadership/Staff Relations
- Technology & Data
- Brand Awareness & Communication
- External Relationship Building
 - Community Perception
 - Outreach in out-counties
- Staff Development
- Policy Development
- Board Development

PROPOSED 2015-2018 GOALS

Goal #1: Strengthen awareness of and investment in community action and its programs internally and externally.

Goal #2: Enhance processes, follow through, and development of staff and Board resulting in increased effectiveness and retention.

Goal #3: Align our infrastructure with the needs of the agency.

Goal #4: Increase the efficiency and effective use of data to better inform our agency and enhance our ability to fight poverty within our communities.

GOALS/STRATEGIES

Goal #1: Strengthen awareness of and investment in Community Action and its programs internally and externally.

Internal Strategies:

1. Further the understanding of staff to our philosophy (expectations), agency, programs and services.
2. Create and implement an ongoing communication process to engage employees in our culture.

External Strategies:

1. Develop a recruitment plan.
2. Develop a marketing plan (client, community, media, and funders/partners).
3. Identify and pursue targeted partnerships and collaborations.

Goal #2: Enhance processes, follow through, and development of staff and Board resulting in increased effectiveness and retention.

Strategies:

1. Design Board governance and educate Board on the agency and mission.
2. Put board monitoring in place that will measure agency effectiveness.
3. Implement an enhanced staff orientation and development program (ex. mentoring, shadowing, annual performance reviews, individual development plans, and resources available).
4. Develop a staff succession plan.
5. Review/develop necessary policies and procedures for efficiency and effectiveness, being accessible and universal. (Includes employee handbook.)
6. Develop and implement training of staff on policies and procedures, ensuring consistency and accountability.
7. Review and align compensation and benefits as feasible.

Goal #3: Align our infrastructure with the needs of the agency.

Strategies:

1. Identify and assess our client access points to ensure easy access.
2. Develop and implement technology assessment criteria.
3. Implement an employee technology review plan by position.

Goal #4: Increase the efficiency and effective use of data to better inform our agency and enhance our ability to fight poverty within our communities.

Strategies:

1. Investigate and implement an agency-wide database.
2. Enhance systems to provide employee access to personal information as well as manager access to real-time financial information.
3. Utilize data collected through customer and community input to review, modify or identify gaps in program services or resources.
4. Utilize data to measure our impact on the revitalization of our community and increased self-sufficiency of our clients.
5. Utilize data to create an accurate picture and tell the story of what we do for community knowledge, resource development, and accurate measurement of outcomes.