

**Community Action Program of East Central Oregon**

**3-Year Strategic Plan**

**July 2014 – June 2017**



**Mission Statement**

Assisting people to become independent, healthy and safe.

**Vision Statement**

CAPECO envisions the success of every youth, adult and senior to eliminate poverty and promote independence through education, employment and the sharing of resources that move individuals from surviving to thriving.

**Values**

Image: We serve our community in a positive, innovative, accountable and fiscally responsible manner in an inviting atmosphere which upholds the public trust and fulfills our mission.

Integrity: A personal commitment to do what is right morally, ethically and professionally.

Attitude: We exhibit positive, respectful, confident and non-judgmental behaviors towards others. Our successes are a reflection of our attitude.

Customer Service: We aspire to provide customers with prompt, courteous, consistent and resourceful services. We treat each individual with dignity, fairness and respect. Customer service is not a department, it is an attitude.

Professionalism: We exemplify the highest standard of professionalism. We strive to set an example by maintaining a high level of knowledge in our respective fields and conduct ourselves in a manner that reflects positively on the company.

**Board of Directors**

Andy Millar, Board Chair

Leann Rea, Vice Chair

Aaron Treadwell, Secretary/Treasurer

JueJue Withers-Lyons

Mike Weimer

George Koffler

Mike Pearson

Hulette Johnson

Mary Thayer

**Leadership Team**

Donna Kinnaman, Chief Executive Officer

Paula Hall, Community Services and Housing Director

Tara Bishop, Workforce Development Director

Marci McMurphy, Area Agency on Aging Director

Vicki Muller, Operations and Energy Director

**GOAL 1**

**Self Sufficiency and Family Stability**

*Provide services that reduce barriers for disadvantaged individuals and families.*

Objective- a more focused statement that answers the question of the goal	Strategy/outcome- actual result or consequence that will occur as a result of the objective	Metric	Responsible Party for Reporting	Completion Date
Training workshops to enhance the skills and knowledge of individuals	Offer a limited # of evening Energy related classes /hours	# of training # of attendees	Energy staff	Dec 2015
	Classes that teach communication skills so clients can effectively communicate with vendors, landlords, etc.	# of training # of attendees	Energy staff	Dec 2016
	In Home Energy Education classes (currently provide)	# of training # of attendees	Energy staff	Dec 2015
	Create survey for clients that receive emergency energy assistance –	# of surveys completed to assess trends in utility shut offs and how to prevent them	Energy staff	Dec 2015
	Offer financial & soft skills workshops	# of training # of attendees	CSS Case Managers	June 2015
	Workshops to enhance or improve employability	# of training # of attendees	WIA Trainers	July 2015
	Offer post-secondary education tours to increase knowledge of career opportunities	# of tours # of attendees	Youth Counselors	July 2015
	Workshops relevant to 60+ population	# of trainings # of attendees	AAA staff	July 2015

Enroll participants in job training opportunities to achieve employment goals	On the job training opportunities that result in employment	# of OJT # employed at end of OJT	Quality Assurance staff	July 2015
	Occupational training that result in employment	# of enrolled participants # of successful completions	Quality Assurance staff	July 2015
Expand educational achievement of participant	To increase employability	# of GED's # of High School Diploma's # of College Degrees	Quality Assurance staff	July 2015
Maintain stability in housing	In home energy services and skill building for homebound clients	# of home visits	Energy/WX staff	Dec 2015
	Provide streamlined rental assistance services to assist with affordability for households	# of households	Case Managers	June 2016
	Provide assistance to distressed Homeowners	# of Homeowners assisted	Housing Manager	June 2016
	Provide services to 60+ & Alzheimer's/dementia under 60	# receiving services	OPI Case Manager	June 2016
	Home Delivered Meals	# of meals # of participants	Nutrition Coordinators	June 2016
	Transportation Services for community	# of rides	Transportation Coordinator	June 2016
Promote activities that lead to improved health benefits	Support health and housing stability of vulnerable populations by using "Housing First" model	# of households	CSS Case Managers	June 2016

	Ensure that eligible rental assistance program participants are enrolled in the Oregon Health Plan or other health insurance	# of households	CSS Case Managers	June 2016
	Provide nutritional supplemental food boxes to lowest of income seniors (Umatilla, Morrow, Gilliam and Wheeler Counties)	# of recipients	CSS Food Coordinator	Dec 2014
	Provide nutritional food options to households on the Umatilla Indian Reservation	# of recipients	CSS Food Coordinator	Dec 2014
	Access fresh foods and distribute through food banks and senior centers (Umatilla, Morrow, Gilliam and Wheeler Counties)	# lbs. distributed	CSS Food Coordinator	Dec 2014
	Provide healthy living skills for foster care youth (Umatilla and Morrow County only)	# of participants	ILP Provider	Dec 2014
	Diabetes Prevention classes (Umatilla and Morrow County only)	# of classes # of participants	Health Promotion Coordinator	December 2014
	Tai Ji Quon: movement for better balance (Umatilla and Morrow County only)	# of classes # of participants	Health Promotion Coordinator	December 2014
	Powerful Tools for Caregivers (Umatilla and Morrow County only)	# of classes # of participants	OPI Case Manager & Coordinator	December 2014
	Independent Living Skills (Umatilla and Morrow County only)	# of participants	Nutrition Coordinators	December 2014
	Nutritional presentations at			

	senior centers (qrtly)			
Increase household financial stability	Create a list or a display of necessities vs. wants that establishes cost saving scenarios & expand budgeting classes	# of participant involvement and assessment via a pre and post implementation survey	Energy/WX staff	Jun 2017
	Offer financial literacy training for participants	# of attendees	CSS Case Managers	Dec 2015
		# of trainings # of attendees	WIA Trainers	Dec 2015
	Provide representative payee services	Average # of recipients served monthly	Money Management Auditor	December 2014

**GOAL 2**

**COMMUNITY REVITALIZATION**

Provide outreach and opportunities that improve the quality of life for residents throughout Umatilla, Morrow, Gilliam and Wheeler counties or our service area.

Objective- a more focused statement that answers the question of the goal	Strategy/outcome- actual result or consequence that will occur as a result of the objective	Metric	Responsible Party	Completion Date
Develop a marketing plan designed to effectively communicate the nature and value of agency services	Commit to reaching the underserved populations and communities  Utilize social media outlets <ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> </ul> Increase media exposure <ul style="list-style-type: none"> <li>• Newspaper</li> <li>• Television</li> <li>• Radio</li> </ul>	Limited English Proficiency Plan  # of “followers”  # of occurrences	Management Team  Agency Designee  Receptionist	January 2015
Provide volunteer opportunities for people to support their community	Create an agency wide volunteer platform  Link community volunteers with local projects  Develop list of agency champions	# of active volunteers	Directors & Managers	July 2015

**GOAL 3**

**COMMUNITY INVESTMENT**

Involve participants and stakeholders in service needs, advocacy and implementation.

Objective- a more focused statement that answers the question of the goal	Strategy/outcome- actual result or consequence that will occur as a result of the objective	Metric	Responsible Party	Completion Date
Promote opportunities for participant input	<p>Offer opportunities that empower people to provide testimonies at public hearings, local forums and community events</p> <p>Create opportunities for participants to communicate impact of services</p> <p>Engage low-income people in promoting justice-based social policies and serving on local boards and task forces</p>	<p># of participants involved</p> <p>Customer satisfaction surveys &amp; participant success stories</p> <p># of advisory or like councils with participant representation</p>	<p>Directors &amp; Managers</p> <p>Directors &amp; Managers</p> <p>Directors &amp; Managers</p>	July 2015
Create an agency-wide Needs Assessment	Develop marketing and outreach plan	Fully developed and customer friendly tool	Directors & Managers	October 2015



**GOAL 4**

**PARTNERSHIPS AND COLLABORATIONS**

*Foster and develop productive partnerships.*

Objective- a more focused statement that answers the question of the goal	Strategy/outcome- actual result or consequence that will occur as a result of the objective	Metric	Responsible Party	Completion Date
Expand & strengthen partnerships within the community	Promote agency presence on local boards and committees by encouraging staff engagement and participation  Identify partnerships with mutual goals to increase opportunities	# of external engagements  # of partnerships	Directors & Managers  Directors & Managers	June 2016
Enhance Internal communication and collaboration	Train employees to utilize the scope of services within CAPECO <ul style="list-style-type: none"> <li>• Use All Staff meetings to disseminate program information and governance</li> <li>• Use Leadership team meetings to develop and share services, practices, policies, and outcomes</li> <li>• Implement employee satisfaction surveys</li> <li>• Tool Kits-Best Practices</li> </ul>	# of internal referrals from one department to another  Calendar of events page  Creation of an intranet <ul style="list-style-type: none"> <li>• Agency Summary</li> <li>• Updated BOD list</li> </ul>	Directors & Managers	July 2016

**GOAL 5**

**CAPACITY BUILDING**

*Increase our resources, financial and beyond, to achieve results.*

Objective- a more focused statement that answers the question of the goal	Strategy/outcome- actual result or consequence that will occur as a result of the objective	Metric	Responsible Party	Completion Date
Create diverse and sustainable funding	<p>Planned response to reduced funding</p> <ul style="list-style-type: none"> <li>• Determine financial impact</li> <li>• Identify essential services</li> <li>• Modify work objectives/work plans</li> <li>• Viability practicality practicability</li> </ul>	Program Reduction Plan	Directors & Managers	July 2016
To strengthen our financial position by focusing on accountability, effectively managing existing and future opportunities	<p>Feasibility of current funding streams</p> <p>Grant Management</p> <p>Broaden funding</p> <ul style="list-style-type: none"> <li>• Foundations, trusts, grants</li> </ul> <p>Cultivate partnerships with other organizations</p> <p>Develop a donor base</p> <p>Operational Reserves</p> <p>Utilize a media campaign to influence community opinion</p> <p>Look to streamline other services/coordination of services</p> <p>Develop Fee for Service Programs</p> <ul style="list-style-type: none"> <li>• Proctor testing</li> <li>• Train The Trainer</li> <li>• Skilled Training Curriculums</li> </ul>	Monthly report to the Board	Directors	June 2016
Sustain a culturally competent service delivery	<p>Improve our outreach to consumers from racial, ethnic, and cultural minority groups</p> <p>Usage of a Language Line</p> <p>Translate materials as appropriate</p> <p>Develop and improve targeted marketing to traditionally underserved populations</p> <p>Maintain a diverse staff that is socio-economically and demographically representative of the communities they serve</p>	<p>Marketing Plan</p> <p>Utilize regional population data</p>	<p>Directors &amp; Managers</p> <p>Directors &amp; Managers</p>	July 2016

Internal collaboration of funding opportunities	Develop process to identify departmental vs agency needs (overall) for applying for funds <ul style="list-style-type: none"> <li>• Combined grant feasibility</li> <li>• Breadth of service</li> <li>• Enhances current funding</li> <li>• Other available resources to apply and leveraged funding</li> <li>• Maintain list of opportunities and submission timelines</li> </ul>	Written protocol	Directors & Managers	April 2015
Standardized methods to support and sustain the development of staff and leadership	Create Recruitment, Hiring, Retention, Termination, and Evaluation plan <ul style="list-style-type: none"> <li>• Raises/incentive/fringe</li> <li>• Standardized employee performance work plan</li> <li>• Review Employee benefit package</li> </ul>	Reference guide for management  Full complement of qualified staff	Directors & Human Resources	December 2015
Have an educated, skilled and informed leadership team	Leadership HR Training <ul style="list-style-type: none"> <li>• SAIF Processes</li> <li>• Insurance Claims; Staff, Volunteers &amp; Guests</li> <li>• Personnel file maintenance</li> </ul> Employee Structure <ul style="list-style-type: none"> <li>• Gap-Fill Position</li> </ul>	A schedule of regular internal HR trainings  Up-to-date Org Chart	Human Resources	December 2015
Have educated, skilled and informed employees	Personal & Professional Development <ul style="list-style-type: none"> <li>• Identify and create targeted employee development opportunities</li> <li>• Cross training of employees- create one agency through collaborative training</li> <li>• Succession planning for leadership</li> <li>• Make training a key performance goal for staff</li> <li>• New Employee Orientation</li> <li>• Employee access to agency forms and policies</li> <li>• Employee recognition and morale</li> </ul>	Current employee training log	Directors & Human Resources	July 2016
Identify and prioritize best use of current facility	Analyze and review <ul style="list-style-type: none"> <li>• Space usage</li> <li>• Facility modifications and improvements</li> </ul>	Assessment Form	Directors, Managers & Safety Committee	February 2015

	<ul style="list-style-type: none"> <li>• ADA Accessibility</li> <li>• Short/long term maintenance</li> <li>• Ergonomic Standards</li> <li>• Asset needs list</li> </ul> <p>Identify future facility needs</p> <ul style="list-style-type: none"> <li>• Community Kitchen</li> <li>• Community Multi-Service Center</li> </ul>	<p>Maintenance schedule</p> <p>Assessment of Needs</p>		
Maintain a modern Information Systems & Technology	<p>Analyze and review current systems/hardware</p> <ul style="list-style-type: none"> <li>• Phone System</li> <li>• Software; financial, scheduler, payroll, etc.</li> </ul> <p>Identify future needs</p> <ul style="list-style-type: none"> <li>• Integrated data collection system</li> </ul>	<p>Standardized data collection system</p> <p>Software</p>	Directors & Managers	April 2015
Branding and Imaging	<p>Increase agency visibility</p> <p>Establish design standards of all external materials so that message and appearance are aligned</p> <p>Identify advertising opportunities</p> <p>Code of Ethics</p> <p>Communicate ethics and social responsibility ideals</p> <p>Reflect an image of cultural diversity</p> <p>Leadership Team- elevator speech</p> <p>Communication Plan to deliver effective messaging</p> <p>Public relations response to event</p>	<p>Annual Report</p>	Directors	October 2017

**GOAL 6**

**GOVERNANCE**

*Provide leadership that creates a professional environment and holds the agency to high set of standards.*

Objective- a more focused statement that answers the question of the goal	Strategy/outcome- actual result or consequence that will occur as a result of the objective	Metric	Responsible Party	Completion Date
Have an active and involved Board of Directors that serve as ambassadors for the Agency	<ul style="list-style-type: none"> <li>Develop a Fundraising Committee</li> <li>Develop an Advocacy Committee</li> </ul>	BOD that is actively involved in cause-related issues	Executive BOD Committee & CEO or appointee	July 2014
Have a diverse and skilled group of Board of Directors	<ul style="list-style-type: none"> <li>Develop a BOD Recruitment Committee</li> <li>Utilize Agency Marketing Plan to seek community members to petition for BOD</li> <li>Establish selection criteria for BOD</li> <li>Provide education and training opportunities</li> </ul>	BOD will represent a culturally diverse composition comparative to the area served.	BOD, Recruitment Committee & Directors	March 2015
Standardized methods to create and maintain agency policies, plans and documents	<ul style="list-style-type: none"> <li>Create a schedule/calendar of actions for Leadership Team</li> <li>Create a schedule/calendar of actions for BOD</li> <li>Create a Master Policy Manual</li> </ul>	Formal review process and updated agency policies	Directors & Human Resource	January 2015
Exemplify excellence in all aspects of grant management	<ul style="list-style-type: none"> <li>Develop a regular schedule to perform grant/program reviews</li> <li>Follow grant standards and regulations</li> <li>Review technology needs based on industry standards</li> </ul>	Positive compliance monitoring of agency programs and audit	Directors, Managers, Finance & Staff	January 2015