Strategic Plan 2016-2018

Community Action Partnership of Central Illinois

CAPCIL's vision for the next 5 years requires both an innovative line of sight and a commitment to the roots of Community Action. Working towards the principle that the war on poverty addresses both the causes and consequences of poverty is the focus of this plan. The planned evolution focuses on meeting the primary and supporting customers where they are, and asking them to walk with us through the battle.

Contents

Strategic Plan

Community Action Partnership of Central Illinois

Issues and Reason for a New Strategy

It is crucial for CAPCIL to continually evaluate the impact of the program portfolio on its primary and supporting customers. Planning in the world of Community Action is based on a fundamental understanding of the needs of the communities it serves. The ever-changing face of poverty requires the Agency to revisit its mission, its vision for the future as well as its past. Data and results from history provide a rich and telling story of what worked and what did not. That information is invaluable in determining how the Agency needs to adapt and change in order to best serve the community and the families that reside in its service area. The Agency exists for the purpose of impacting lives and creating positive change. It must be able to prove that after its services are administered, there is a demonstrable and positive transformation in the lives of the customers.

The practice of Strategic Planning must start with a common understanding of how success looks when it is achieved. Defining the outcomes we expect to realize is the only real way to determine if the mission has been accomplished once our services have been provided. In Community Action, needs and outcomes are defined at three levels: family, community and agency. Most of the domains that touch poverty – income and financial literacy, employment, education, housing – can be identified and defined from each of these lenses. The problems of the low income community are multidimensional and that requires CAPCIL to provide multidimensional and holistic solutions. That is the core message of this strategic plan.

LYNDON B JOHNSON
JANUARY 8, 1964

"Let us carry forward the plans and programs of John F. Kennedy, not because of our sorrow or sympathy, but because they are right…this administration today, here and now, declares an unconditional War on Poverty in America…Our joint Federal-local effort must pursue poverty, pursue it wherever it exists. In city slums, in small towns, in sharecropper's shacks or in migrant worker camps, on Indian reservations, among whites as well as Negroes, among young as well as the aged, in the boom towns and in the depressed areas."

Are we ready?

Readiness Assessment: August 11, 2015

DO we have these things in place?	YES	NO	Don't Know
Commitment of Executive Director and Governing Board	ED - Yes	Board – No	
Clarity on Agency Roles, Expectations, and decision-makers		X	
Is there a willingness to gather information?	X		
Do we have adequate commitment of resources		X	
Does the Board and Staff understand the Process of Strategic Planning	X		
Are High-Impact decisions made by External Sources	X		

In order to meet the goals of strategic planning, the governing board, executive leadership and participants must identify the challenges that could impede successful implementation. If there are obstacles, it is essential to break-down those barriers. Above, please note the results from the CAPCIL readiness assessment conducted at the planning retreat.

Mission Statement

The mission of community action has long been to aid the impoverished in their own battle against deficiency. CAPCIL over time grew its ability and commitment to serve its clients by providing programming that dealt with the consequences of poverty. The virtue of assisting the client in escaping poverty, dealing with the causes of the poverty, faded from the forefront of the Agency's mission. The mission statement below places the focus back on a balanced approach to fighting the battle with a two-prong methodology: fighting the cause and the consequence.

It is the mission of CAPCIL, in partnership with communities in our service area, to empower persons with low income and the aged by creating and implementing poverty-fighting initiatives for those in crisis and those that endeavor a life of lasting independence.

Our Vision

Our vision is to see low income individuals who endeavor an escape from poverty, or to mitigate its hold, recognize their own power to create and act on opportunities that improve their circumstances with the support of their communities and individuals within.

Guiding Principles

Compassion – To approach the poverty battle with a genuine concern for the suffering and overwhelming grip of poverty.

Accountability - To take ownership and hold oneself and others responsible for actions.

Transparency - To be easily accessible, committing to clear expectations and the sharing of information and knowledge.

Innovation - To seek out new ideas, more effective means, and improved methods for operating the organization and serving our customers

Service - To see and to act upon the needs of others out of compassion and understanding.

Collaboration - To be committed to the spirit of working with others in order to produce something bigger than that which can be accomplished alone

Gratitude - To feel and show an appreciation for others and for the resources afforded oneself and the organization.

Fiscal Responsibility –   To create, optimize, maintain, and responsibly steward the resources available to oneself and the organization

History of Community Action Partnership of Central Illinois
Credited to Illinois Association of Community Action Agencies ©2015
http://www.iacaanet.org/history.php

In 1964, The Great Society, as envisioned by President Lyndon Johnson, was a sweeping plan to improve the lives of all Americans, regardless of their circumstances. Inspired by President Kennedy and his New Frontier, Johnson pledged to fulfill his promise of equal opportunity for all by enacting several comprehensive changes within the federal government. In August of that same year, the Economic Opportunity Act was signed into law by President Johnson creating the nationwide Community Action Network.

The War on Poverty

In 1963, shortly before he was assassinated, President Kennedy had asked his economic advisors to draw up some proposals to address the problem of American poverty. Johnson took up this charge after he succeeded Kennedy as President. In Johnson's first State of the Union address on June 8, 1964, he called for an unconditional war to defeat poverty. He expanded and revised the proposals given to Kennedy and developed the Economic Opportunity Act of 1964. The act included a variety of initiatives:

Head Start
Job Corps
Work-Study program for university students
VISTA (Volunteers in Service to America) - a domestic version of the Peace Corps
Neighborhood Youth Corps
Basic education and adult job training
CAPS (Community Action Programs) - CAPS turned out to be the most controversial part of the package, as it proposed the "**maximum feasible participation**" by poor people themselves to determine what would help them the most. CAPS were a radical departure from how government had run most social reform programs in the past.

President Johnson signing the EOA

August 1964

The Economic Opportunity Act was innovative legislation, but it received only about $1 billion to divide among the various programs and remained critically underfunded. By 1966, Congress appropriated $4 billion for the programs.

1981 – The Block Grant, a Change of Relationship

In 1981, President Reagan introduced the Block Grant, which dramatically changed the way federal funding was distributed. Programs including Community Action, would now receive funding through the State Office of Community Action/Services and would be under more intense scrutiny then previous administrations. Illinois Community Action now worked more closely with the Illinois Department of Commerce and Economic Opportunity to implement the Community Service Block Grant (CSBG) and worked to build a strong partnership to provide robust services to Illinois' low-income residents.

Over the past several years, federal funding to support the Community Service Block Grant has been challenged. President George W. Bush denounced Community Action programs as being static. However, Community Action remains an important safety net for many vulnerable individuals and families. Beginning in 2001, Community Action has improved their reporting through the Results Oriented Management and Accountability (ROMA) framework and continuously seeks ways to improve outreach and services. The National Community Action Partnership now encourages all Community Action Agencies to embrace the National Standards of Excellence as a pathway to improve and empower agency operations.

The guiding principle of maximum feasible participation continues today in Community Action. Local Community Action boards are tripartite, in other words, have representation from all segments of the local community including their low-income clients.

CAPCIL has a six county service area: Logan, Mason, Menard, Fulton, Piatt, and DeWitt.

Context for Strategic Decisions

The Agency is positioned to gain substantial ground with good planning and with the methodical execution of the plan. CAPCIL's analysis of the Agency's Strengths, Weaknesses, Threats and Opportunities (SWOT Analysis) identified the environmental and internal factors that have potential to influence the planning and direction of the organization. It provides a clear view into the advantages CAPCIL has identified for the Agency as well as identified places where it is vulnerable.

Change, in some form, falls in all four quadrants of the analysis. While the changes occurring and planned for the future are exciting and full of opportunity, the fatigue of those changes certainly poses cause for concern if not properly managed.

The introduction of an accountability culture also appears in all of the quadrants. Implementing Results Oriented Management and Accountability (ROMA) is both frightening and exhilarating.
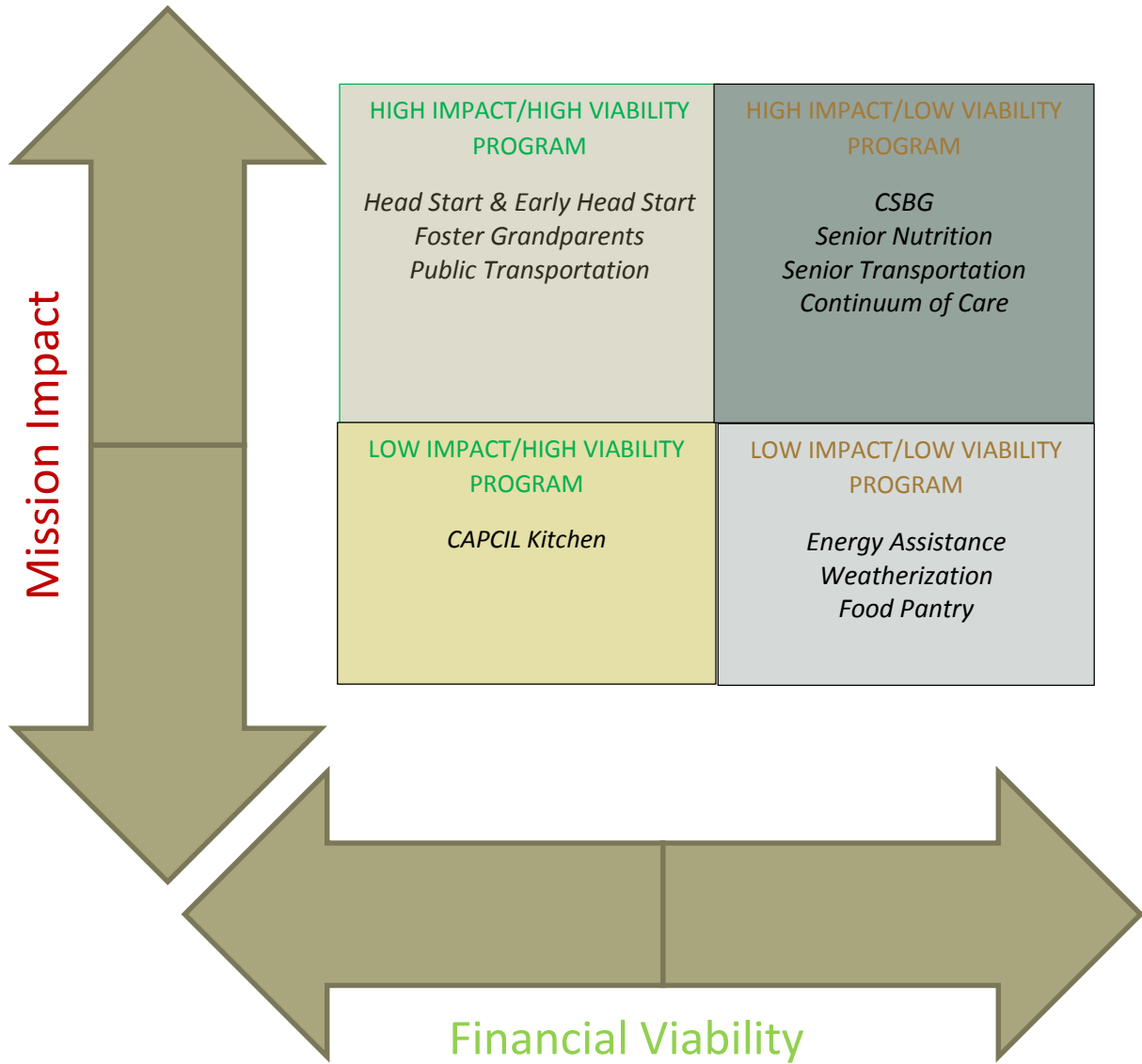
This primer requires executive support, staff buy-in, and excellent change management strategies.

The clear strengths and opportunities are rooted in the evolution of the CAPCIL Program portfolio. The manner in which we address our customers, assisting them in ways that help them to change their own circumstances, inspires positive change in the Agency.

SWOT Analysis: August 12, 2015

Strengths	Weakness
- Access to strong association (External) - Community Support/Focus Groups (External) - Workforce Development Team (External) - Solid Banking Relationships (External) - Strong Community Partners (External) - Strong Program Specialists (External) - Strong Fiscal Support Contacts (External) - Committed Employees (Internal) - Committed Leadership -ED & Board (Internal) - Attitude/Perspective of Staff (Internal) - Use of ROMA/KPIs (Internal) - Change (Internal) - One-belly button rule/Accountability Culture (Internal)	- Divisive Business Partners (External) - Funding availability (External) - Illinois Politics (External) - Organizational changes with Funding sources (External) - Lack of Community Awareness (External) - Leadership in middle management (Internal) - Change resistant attitude in pockets (Internal) - Lack of cross training/ business continuity plans (Internal) - Lack of enthusiasm for evolving mission - Fear of coaching/disciplining staff
Opportunities	**Threats**
- Organizational changes with Funding Sources (External) - CAPCIL unknown in service areas (External) - Fundraising opportunities – new grants, etc (External) - Growth potential with Transportation – County Request (External) - Desire of Community Services in area to collaborate (External) - Change in technology to improve efficiency and collaboration (Internal) - Breaking down of Program silos (Internal) - Program changes in Head Start – full day and additional center-based programs (Internal) - CSBG lifecycle (Internal) - Expansion of Public Transportation (Internal)	- Change (External and Internal) - Loss of State funding (External) - IL politics (External) - Downsizing of DCEO (External) - Dissatisfied customers (External) - Staff stress (Internal) - Lack of leadership training for middle management and staff members – no real professional development programming (Internal)

A view of the CAPCIL Program Portfolio

Mission Impact

Financial Viability

HIGH IMPACT/HIGH VIABILITY PROGRAM	HIGH IMPACT/LOW VIABILITY PROGRAM
Head Start & Early Head Start *Foster Grandparents* *Public Transportation*	*CSBG* *Senior Nutrition* *Senior Transportation* *Continuum of Care*
LOW IMPACT/HIGH VIABILITY PROGRAM	**LOW IMPACT/LOW VIABILITY PROGRAM**
CAPCIL Kitchen	*Energy Assistance* *Weatherization* *Food Pantry*

The visual representation of the existing program portfolio evaluated the Programs based on some of the following factors:

- General economic factors
- Demands of the funding sources and availability of funds
- Alignment to the agency's mission
- Levels of demand for the services
- Complexity of the fiscal management of the program
- Maturity of the Programming
- Capacity of the agency to meet the need

There are several programs that were identified as High Impact/Low Viability. Some of the financial viability issues were rooted in operational inefficiency, while other issues were external. The Programs that were identified as Low Impact/Low Viability would normally be removed from the portfolio. However, with Energy Assistance and Weatherization, CAPCIL finds a pool of individuals to whom the new programming can be introduced with little marketing. The only program that was deemed a candidate for elimination was the Food Pantry services.

PROGRAM	ELIMINATE	CONTINUE WITHOUT MODIFICATION	MODIFY
Senior Nutrition			x
CSBG			x
Foster Grandparent		x	
Volunteer Services			x
Energy Assistance			x
Weatherization		x	
Senior Transportation			x
Public Transportation			x
Head Start			x
Food Pantry	x		

CORE STRATEGIES for Senior Nutrition

- Research and implement the use of technology to reduce time and money spent in the Service Delivery Process
- Grow the socialization element of the program so that CAPCIL better meets grant requirements and improves the community engagement of seniors
- Improve the food procurement process in order to reduce costs and improve quality of meals
- Increase appropriate use of volunteers in the program space to advance the mission of the program
- Develop a nutrition counseling plan that combines the delivery and meals and learning opportunities for older Americans

CORE STRATEGIES for CSBG

- Improve assessment tools and strategies enabling the Agency to better identify the needs throughout the CAPCIL service area
- Develop a comprehensive marketing strategy that draws both primary and supporting customers to the Agency
- Work with peers and executive leadership to break down programmatic silos and provide more customer-centric solutions
- Develop relationships with Banks and Financial Institutions so that there is an understanding of the mutually beneficial nature of the relationship
- Introduce technology that improves the quality and accuracy of the reporting of customer outcomes and progress
- Evaluate work programs in order to appropriately abandon offerings that continue to be unviable and/or out of alignment with the Agency and CSBG mission

CORE STRATEGIES for Volunteer Services

- Develop robust recognition program for volunteers in order to honor participants
- Develop and implement a recruitment plan for volunteers of all ages and incomes
- Research and implement the use of technology to track all agency volunteers in order to ease the reporting requirements cross-programmatically
- Research and implement the use of technology to improve the Foster Grandparent Program's ability to define, measure, report and analyze data to aid in obtaining additional grant funding
- Research additional grant opportunities to assist with stipends and incentives for volunteers

CORE STRATEGIES for Energy Assistance

- Develop plan to position CAPCIL to serve as a conduit between clients and energy service providers. Goal is to assist in building stronger relationships and more community involvement from both the primary and support customers.
- Develop strategy that drives Energy Assistance customers to the CSBG lifecycle where they benefit from financial literacy education and create stability in the home
- Develop energy conservation education plan in collaboration with service providers to be delivered to customers
- Research and implement the use of technology to reduce time and money spent in the Service Delivery Process
- Continue efforts to create, document, and improve processes in the Energy Assistance area in order to improve business continuity efforts
- Introduce technology that improves the quality and accuracy of the reporting of customer outcomes and progress

CORE STATEGIES for Weatherization

- Research funding opportunities that support and align to the mission of restoring full Weatherization Services at CAPCIL in 5 years.

CORE STRATEGIES for Transportation

- Develop a long-term (3-year) transportation community assessment plan that enables the Agency to better understand the community's need for transportation. Plan should defined needs in the Transportation domain at the family/individual, community and agency levels
- Develop efficiency strategy that systematically reduces the operating cost of the program, lowering the operating cost per transport and operating cost per mile to the regional average of $12.68 and $2.70 respectively
- Increase annual ridership with the introduction of a deviated fixed route system
- Balance the demographics of the program in terms of age by exploring and piloting variations of the demand response system
- Introduce technology that streamlines dispatching and manifest planning
- Work with Workforce Investment contingencies in Logan and Mason County to bridge the transportation void, enabling customers to obtain and keep gainful employment
- Grow the socialization element of the Senior Transportation program so that CAPCIL better meets grant requirements and improves the community engagement of seniors

CORE STRATEGIES in Head Start

- Develop a needs assessment tool that captures low income Early Childhood Education needs defined from the lens of the Community, Agency, and Customer. Need for full day programming will be specifically explored.
- Develop comprehensive training and professional development program that improves staff retention by clearly defining job duties, performance standards, licensing regulations, and the agency mission.
- Improve both programmatic processes and the way those processes and procedures are documented
- Pursue accreditation, gaining recognition for academic excellence in the Early Childhood Education domain
- Research and implement new technologies that integrate the Head Start program data with Agency data for improved and more comprehensive reporting capacity

Deep Dive into the Core Strategies

LINK to CAPCIL Strategic Planning Milestones

There is a substantial difference between a "provision of services model" and a "strategic thinking model" for Community Action. When it becomes the concentration of an Agency to simply address short-term needs, or to provide services in a silo, there is an inherent conflict with the intent to substantively change lives for the better. CAPCIL has boasted great success in very noble causes over recent years. It has engaged in activities that feed the most vulnerable populations… kept houses warm for persons who would otherwise go cold in the winter…educated young children who would not otherwise have had access. While honorable, we cannot today with any degree of certainty, point to families we have served and claim that our contributions resulted in a reduction or elimination of poverty.

The shift seen in this plan is an intentional move from a provision of services model to a strategic thinking model. Community Action was intended to be more than a service provider. CAPCIL will be more results oriented, deliberate in efforts to create programs that have well-defined goals, measure our success at achieving those goals…and in the end…provide our customers with holistic programs that promote tangible means to escape poverty.

Hyperlinked above is a list of over 100 milestones to be achieved over the next eighteen months. While the this plan provides a 5 year line of sight, the details behind the core strategies will be revisited every other month to ensure we are anchored to the mission of changing lives. This Strategic Plan will remain affixed to the mission, but organic in its implementation.

The categories of focus for the milestones are as follows:

- Compliance and Organizational Management
- People: Staffing, Retention and Training
- Data Collection and Data Management
- Facilities Management
- Fiscal Management: Budget and Planning
- Fundraising
- Marketing: Networking, Promotion and Branding
- Technology

APPRENDIX A

List of Participants

Alison Rumler-Gomez	Executive Director
Kathy Inman	Chief Fiscal Officer
Ellen Burbage	Human Resources Director
Katie Slightom	Family Assistance Director- CSBG
Angie Jenkin	Transportation Director
Mark Graue	Operations Director
Ryne Komnick	Energy & Weatherization Director
DiAnne Turner	Client Management Director
George White	Head Start Management Systems Manager on Point
Pat Gandolfi	IT Administrator
Becky Leamon	Nutrition Services Director
Richard Kaufman	Governing Board – Treasurer & Finance Committee Chair

APPENDIX B

LIST of Resources

The Strategic Planning Toolkit
        A product of BKD Consulting, LLC
        Author: Phillip T. Anderson, PhD

The Five Most Important Questions You Will Ever Ask About Your Organization
        Peter F. Drucker with Jim Collins, Phillip Kotler, James Kouzes, Judith Rodin, V.
        Kasturi Rangan and Frances Hesselbein

Introduction to Results Oriented Management and Accountability (ROMA)
        Fredrick Richmond, The Center for Applied Management Practices, Inc
        Barbara Mooney, National Peer-to-Peer ROMA Training and Certification Program

Guidance to Trainers on the Delivery of ROMA 5.0 Manual, May 2012
        Fredrick Richmond, The Center for Applied Management Practices, Inc
        Barbara Mooney, National Peer-to-Peer ROMA Training and Certification Program

Prosci Change Management Toolki
        ADKAR model for Change Management