

# Strategic Plan

## 2017-2022

---

COMMUNITY ACTION PARTNERSHIP  
OF SCOTT, CARVER AND DAKOTA COUNTIES

APPROVED BY THE CAP AGENCY BOARD ON: MARCH 14, 2017

## Table of Contents

Agency History .....	Page 2
Leadership Message .....	Page 4
Service Area Profile .....	Page 5
Our Mission .....	Page 6
Our Vision .....	Page 6
Our Core Values .....	Page 6
Strategic Planning Process .....	Page 8
Strategic Planning Participants .....	Page 8
Results Oriented Management Accountability (ROMA) .....	Page 10
Strategic Priorities .....	Page 11
Strategic Plan Summary.....	Page 12
Objective 1 .....	Page 14
Objective 2 .....	Page 16
Objective 3 .....	Page 17
Implementation and Accountability .....	Page 18
Contact Information .....	Page 18

## Agency History

In 2015, our nation marked the 50<sup>th</sup> anniversary of two events that helped pave the road to opportunity for millions of Americans living in poverty. The March on Washington for Jobs and Freedom, held on August 28, 1963, featured Martin Luther King, Jr.'s historic "I Have a Dream" speech calling for human, civil and economic rights for African Americans. Just a few months later, on January 8, 1964 President Lyndon B. Johnson announced his "War on Poverty" by introducing legislation that would expand the federal government's role in poverty reduction efforts. This set in motion the creation of programs such as Head Start, food stamps (now SNAP), work study, Community Action Agencies, Volunteer In Service To America (VISTA), Medicare and Medicaid.

For 50 years, CAP Agency has provided essential services and innovative programs that help empower individuals, families, and communities to overcome poverty, live with dignity, and achieve their full potential. We work to strengthen and educate families, promote self-sufficiency, and build community.

### The Path Ahead

CAP Agency works at the federal, state and local levels to ensure all people in Scott, Carver and Dakota counties have their basic needs met today and are empowered to build a better tomorrow. We are deeply committed to continual examination of our work and improving our impact to help our community thrive and prosper. Healthy communities benefit everyone. Our path of progress focuses on **five key areas** aimed at creating healthy and vibrant communities:

- **Crisis Intervention:** We believe when families come to us in crisis, they deserve immediate and appropriate responses
- **Education:** We believe investments in early childhood education pay significant returns to children—our future leaders. We also believe that adult education is essential to improve the lives of those in need and help our communities to thrive.
- **Food/Nutrition:** We believe everyone should have access to nutritious food to thrive
- **Housing:** We believe everyone should have a safe, affordable place to call home
- **Community Outreach:** We believe in the power of neighbors helping neighbors, working together toward a common vision

While we currently focus on these five areas, the CAP Agency evolves to meet the ever-changing community needs. We envision and work in partnership to create opportunities for:

- **Economic Vitality:** We believe people thrive in communities with strong local economies; we also believe local economies thrive when people thrive.

- **Asset Development & Financial Stability:** We believe access to financial knowledge, affordable credit and personal savings build a powerful bridge to prosperity.
- **Employment:** We believe everyone deserves the tools, skills and opportunity to succeed.
- **Health:** We believe securing a family's health and well-being is a long-term investment in individual lives, and in our community.

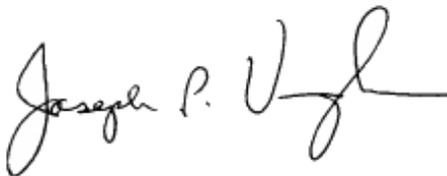
## Leadership Message

As Scott Carver Dakota Community Action Partnership finishes its 50<sup>th</sup> year, we have continued to look to the future. This strategic plan is the result of many months of reflection, research, and refinement. CAP Agency's Board of Directors and staff reflected on the history and future of CAP within the context of the communities we serve. By looking closely at community needs assessments and current trends, we were able to evaluate the ways in which we are meeting the needs of those we serve and the ways in which we can improve.

Within this plan, you will find our mission, vision, and core values, which have all been strongly reaffirmed by this strategic planning process. You will also find our agency priorities, built around the needs of our communities and the priorities set out by Results Oriented Management and Accountability (ROMA), a performance-based initiative designed to preserve the anti-poverty focus of community action and to promote greater effectiveness among state and local agencies receiving Community Services Block Grant (CSBG) funds. These agency priorities encompass CAP Agency's more than 20 programs and the objectives and outcomes for each program over the next five years. Finally, you will also find implementation and accountability measures for each of these strategic priorities.

This plan will help to guide our work in the coming years as we continue to assist and empower people to achieve social and economic well-being in partnership with our community. We would like to extend a sincere thank you to all those who participated in this strategic planning process. This plan required much dedication and insight, and the final result reflects that. Our gratitude also goes out to all the CAP Agency staff, volunteers, community partners, and donors, without whom none of this work would be possible.

Sincerely,



Joe Vaughn – Executive Director



Nate Bostrom – Board Chair

## Service Area Profile

US Census Bureau 2015	Scott County	Carver County	Dakota County
Population	141,660	98,741	414,686
Housing units	49,999	36,901	164,056
Ethnicity	86.7% white, 3.7% Black or African American, 1.1% American Indian, 6.3% Asian, .1%Native Hawaiian/Pacific Islander, 2.2% two or more races, 4.9% Hispanic/Latino	93.2% white, 1.7% Black or African American, 1.2% American Indian, 3% Asian, 1.8% two or more races, 4.1% Hispanic/Latino	85.7% white, 5.9% Black or African American, .5% American Indian, 5% Asian, .1%Native Hawaiian/Pacific Islander, 2.8% two or more races, 6.7% Hispanic/Latino
Median Household income	\$86,510	\$86,391	\$74,995
Education level	94.6% High School graduate or higher, 38.3% Bachelor's degree or higher	95.5% High School graduate or higher, 45% Bachelor's degree or higher	94.8% High School graduate or higher, 39.5% Bachelor's degree or higher
# of people living below poverty level	5.5%	4.8%	7.3%
Rate of unemployment	3.2%	3.3%	3.3%
Living wage for adult (livingwage.mit.edu)	\$11.03	\$11.03	\$11.03
Living wage for one adult/one child	\$24.01	\$24.01	\$24.01
Current minimum wage in MN	\$9.50 \$7.75 for small businesses	\$9.50 \$7.75 for small businesses	\$9.50 \$7.75 for small businesses

In addition to the 2015 demographic data above, the 2015 *Community Assessment* conducted by Wilder Research indicated the following trends and priority needs in the service area as identified in December, 2015.

### Trends:

1. Since 2000, the percentage of residents living in poverty has increased in Scott (3% of the population in 2000 to 7% in 2013), Carver (3% of the population in 2000 to 4% in 2013), and Dakota (4% of the population in 2000 to 9% in 2013) counties. (Wilder Research report).
2. The poverty rate for people of color has increased significantly over time compared with the poverty rate for the majority white population in these three counties. (Wilder Research report).

Wilder Research (2015) *Community Assessment* prioritized the following for Scott, Carver and Dakota Counties:

1. Housing and housing related needs
2. Food and healthy nutrition options
3. Healthcare and health insurance
4. Finances and economic assistance
5. Transportation access
6. Child care

### **Our Mission**

*CAP assists and empowers people to achieve social and economic well-being in partnership with our community.*

How we achieve our mission:

- Through the dedicated efforts of our staff working in Scott, Carver and Dakota Counties
- With the help of our many partners – individuals, businesses, schools, public agencies, other non-profits and faith-based organizations
- With support from volunteers and donors
- By using a comprehensive and collaborative approach and staying true to our core values

### **Our Vision**

*We envision a strong community with healthy individuals and families, quality education, safe and stable housing, and work that dignifies.*

### **Our Core Values**

We believe relief comes through quick and measurable action. We open doors to anyone in need. We bring hope into the lives of those who are living on little in our communities. Our services offer the helping hand people need to get back on their feet and the tools and resources needed to be self-sufficient. Therefore, the CAP Agency of Scott, Carver and Dakota Counties have identified the following core values to guide our actions.

#### **RESPONSIVE**

- Crisis Intervention - We believe when individuals and families come to us in crisis, they deserve immediate and appropriate responses.

- Education - We believe investments in early childhood education pay significant returns to children - our future leaders. We also believe that adult education is essential to improve the lives of those in need and help our communities to thrive.
- Food/Nutrition - We believe everyone should have access to sufficient healthy and nutritious food. No one should go hungry.
- Housing - We believe everyone should have a safe, affordable place to live and call home.
- Community Outreach - We believe in the power of neighbors helping neighbors, working together to relieve the burden of poverty on our individuals and families.

#### COLLABORATIVE

- Mutually beneficial relationships - We believe our clients are best served with effective partnerships. We believe we are stronger together. We work to develop, strengthen, and maintain community partnerships that support an integrated approach to delivery of services.
- Stabilization – We believe individuals and families in crisis must have their basic needs met as the first step to self-sufficiency. Because of the challenges faced by those in crisis, a wide array of supportive services is provided by various and multiple sources which are necessary for stability to be realized.

#### MISSION-DRIVEN FOCUS

- Client-Centered – We believe in targeted services to offer help, solutions and resources through a unique combination of programming. Focused programming helps low-income individuals and families to acquire useful skills, access new opportunities, and increase economic potential for success.
- Self-Sufficiency – We believe individuals and families in need should be informed about and involved in their options, and that with customized information and tools, skills and attitudes, they will take steps to improve their lives.
- Dignity – We believe each individual we serve has intrinsic value as a human being and that everyone deserves to be treated with dignity and respect.

#### EMPOWERING

- We believe people are interdependent on one another. We provide intentional opportunities for community service. Both the giver and the receiver benefit through this mutual exchange of service.

- Connecting, Assisting and Partnering – We believe in employing compassionate, knowledgeable, and dedicated staff who care deeply about the communities we serve. We commit to providing hope, encouragement and resources to individuals. Our board is mission-driven to understand the diverse needs of our community and dedicated to reaching goals.
- Cultural, Ethnic and Language Diversity - We believe becoming culturally competent demands that we commit to ongoing learning about cultural differences to enhance our effectiveness. We strive to be open and inclusive in all that we do in our organization.

### **Strategic Planning Process**

An intentional strategic planning process was conducted between June and October, 2016. CAP Agency of Scott, Carver and Dakota Counties Board of Directors and senior leadership invested focused time on its past, present and future with the assistance of Dr. Scott Morrell – [Stone Arch Organization Development](#).

Both internal and external data was used to inform the planning process. Among the data sources used: a historical review of the agency, a SWOT Analysis and *Community Assessment* report conducted by [Wilder Research](#) (2015).

### **Strategic Planning Participants**

Scott, Carver and Dakota Community Action Partnership is governed by a passionate, committed, and hardworking group of community members. The board make-up is one-third representation from the low-income sector, one-third representation from the private sector and one-third representation from the public sector. From these sectors, CAP Agency continually identifies compassionate leaders who have expertise in finance, law, investment, early childhood education, human services, higher education, marketing, philanthropy, human resources, and information technology.

Board Members

Scott County	Carver County	Dakota County
<u>Public Sector</u> Mike Beard - Commissioner District 3 Tanya Velishek – Mayor of Jordan	<u>Public Sector</u> Gayle Degler - Commissioner District 1(Vice Chair)	<u>Public Sector</u> Michael J. Mayer - Dakota County District Court Judge
<u>Private Sector</u> Ron Ceminsky Mary Korthour	<u>Private Sector</u> Nate Bostrom - Concordia University (Chair) Christina Hansen	<u>Private Sector</u> Liz Carlson
<u>Groups to be Served</u> Rhonda Nau	<u>Groups to be Served</u> Gino Businaro	<u>Groups to be Served</u> Bev Hidgem (Secretary) William M. Rudnicki (Treasurer)

CAP Agency of Scott, Carver and Dakota Counties Staff active in the strategic planning process.

CAP Agency - Staff	Role
Joseph Vaughan	CEO
Gary Johnson	Vice President of Finance
Christie Rossow	Director of Human Resources
Eric Gentry	Director of Housing
Laura Gilkey	Director of Head Start and Education Services
Susan Hilla	Director of Family Services
Jeremy Casper	IT Manager
Steve Quist	Finance Manager
Jennifer Baker	Executive Assistant

## Results Oriented Management Accountability

Results Oriented Management Accountability (ROMA), created in 1994 provides a framework for growth, focus and improvement for community action agencies. This national network has been guided by six broad anti-poverty goals:

- Goal 1: Low-income people become more self-sufficient.
- Goal 2: The conditions in which low-income people live are improved.
- Goal 3: Low-income people own a stake in their community.
- Goal 4: Partnerships among supporters and providers of service to low-income people are achieved.
- Goal 5: Agencies increase their capacity to achieve results.
- Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

These ROMA goals have been adopted by the CAP Agency of Scott, Carver and Dakota Counties governing board. A 2017 ROMA update is anticipated from the National Community Action Foundation. This plan was designed around existing ROMA guidelines.

## Strategic Priorities

Intentional efforts will continue to be made to build strategies and objectives around outcomes.

The Agency priorities that follow have been developed to meet our mission, vision, core values:

Priority 1 <i>Partner with individuals and families in their efforts to achieve self sufficiency</i>
Priority 2 <i>Advocate and educate our community for meaningful change</i>
Priority 3 <i>Develop and align our resources to address identified community needs</i>
Priority 4 <i>Strengthen partnerships to offer impactful services to those we serve</i>

Annual work plans responsible to achieve each priority are the responsibility of the executive director and entire talented staff at the CAP Agency of Scott, Carver and Dakota Counties.

Annual work plans are not reflected in this strategic planning document. The governing Board will work with CAP's staff and director to develop a strategic implementation committee to oversee the execution of an Agency work plan with specific timelines and measurable outcomes.

This work plan will reflect the above Agency priorities as well as the objectives, strategies, and expected outcomes detailed in this strategic plan.

## Our Mission

CAP assists and empowers people to achieve social and economic well-being in partnership with our community.

## Our Vision

We envision a strong community with healthy individuals and families, quality education, safe and stable housing, and work that dignifies.

## Strategic Priorities

Partner with individuals and families in their efforts to achieve self sufficiency

Advocate and educate our community for meaningful change

Develop and align our resources to address identified community needs

Strengthen partnerships to offer impactful services to those we serve

## Objectives

Generate the awareness and financial capacity needed to achieve Agency priorities

Strengthen programming through Agency unity to maximize impacts on clients' lives

Renew commitment to client service, ensuring progress toward self-sufficiency

## Outcomes

Increase public awareness and brand recognition through partnerships, outreach, and marketing

Engage and encourage staff, Board member, and volunteer outreach in the community

Strengthen and expand volunteer base by identifying, attracting, and recruiting volunteers

Advance a comprehensive funding and partnership resource plan that addresses long-term client and agency needs

Engage staff and Board members in Agency through intentional volunteerism

Enhance Agency effectiveness by increasing program awareness and cross-service referrals

Enhance program accessibility and client services

Continue to evaluate and evolve services based on client needs

Revitalize program ease and efficiency for clients

**Objective 1** – *Generate the awareness and financial capacity needed to achieve Agency priorities*

Strategy 1 - Increase public awareness and brand recognition through partnerships, outreach, and marketing

Outcomes:

- Agency CEO, individually and in combination with the state association Minnesota Community Action Partnership, will actively educate at the state level to impart a wider understanding of current program obstacles to state lawmakers and state agency leadership.
- Lead discussions with Scott, Carver, and Dakota counties as well as other nonprofit and community partners to strengthen our relationships.
- Increase public awareness and fundraising opportunities by partnering with the current community partners as well as engagement with new partners
- Implement targeted outreach to underserved and emerging populations.
- Review current outreach materials and update based on evolving program changes.
- Develop regular press releases for local publications, columns, and city websites with a focus on human interest and client outcomes.
- Improve CAP's website to be more current, interactive, informative, and useful to our partners, donors, volunteers and clients.

Strategy 2 – Engage and encourage staff, Board member, and volunteer outreach in the community

Outcomes:

- Develop CAP Ambassadors and Speakers Bureau to market and share information about CAP Agency services and programs.
- Create an elevator speech and outreach materials for Board, staff, and volunteers
- Create outreach lists and assign to staff for cultivation
- Foster parent leadership and facilitation opportunities.
- Increase Board engagement in development efforts including the formation of a development committee.

- Create a consistent newsletter to be shared with staff, clients, volunteers, donors, and partners.

Strategy 3 - Strengthen and expand volunteer base by identifying, attracting, and recruiting volunteers

Outcomes:

- Revitalize the volunteer pool to meet the current and future needs of the community while also cross-training customer service staff to assist in times of staffing need.
- Engage a volunteer coordinator to identify, recruit, and engage volunteers
- Create an awareness of volunteer needs and opportunities in the community, with special emphasis on diversity, language & culture.
- Create a tool(s) for volunteers to respond or research these opportunities.
- Establish a training program for all volunteer positions.
- Establish a recognition program for all volunteer positions.

Strategy 4 - Advance a comprehensive funding and partnership resource plan that addresses long term client and agency needs

Outcomes:

- Partner to make Food Shelf services more mobile and accessible
- Strengthen school district relationships and collaborations to achieve increased in-kind contributions and inclusion in facility planning.
- Grow and strengthen child abuse prevention partnerships such as Circle of Parents to support and educate children and families.
- Partner with Scott, Carver, and Dakota Counties and Workforce Centers to enhance the job search skill-building program.
- Maximize outreach to child care providers in our community to help Crisis Nursery ensure that no families are turned away.
- Increase CAP's exclusive financial cash reserves to \$1.5 million dollars in 5 years
- Seek opportunities to increase current public grant levels through 2021.
- Increase private donations for the next 5 years to address changing needs.

**Objective 2** - *Strengthen programming through Agency unity to maximize impacts on clients' lives*

Strategy 1 - Engage all staff and Board members in Agency through intentional volunteerism

Outcomes:

- Both Board and staff will volunteer in a program area at least once per year.
- Implement volunteer plan that incorporates cross-program training for staff

Strategy 2- Enhance Agency effectiveness by increasing program awareness and cross-service referrals

Measurements:

- Cross train Agency staff to assist in filling temporary staffing needs.
- Refer 100% of clients to financial training classes offered by the Extension Office.
- Increase Agency awareness of program offerings.
- Improve the measurement of referrals by CAP staff.

**Objective 3** - *Renew commitment to client service, ensuring progress toward self-sufficiency*

Strategy 1- Enhance Program accessibility and client services

Outcomes:

- Improve program access and awareness for clients at all locations.
- Develop a capital maintenance/improvement plan.

Strategy 2- Continue to evaluate and evolve services based on client needs

Outcomes:

- Lead the development of a shelter in our service area within the next five years.
- Lead the development of additional rental units in our service area.
- Increase housing case management and housing assistance in Dakota County
- Remodel the food shelf to improve customer experience.

- Continue to increase the amount of fresh produce, dairy, and protein options available to clients as well as non-food items such as toiletries, personal care and paper products.

Strategy 3- Revitalize program ease and efficiency for clients through consolidations, updates, and process improvements.

Outcomes:

- Increase efficiency and client impact of Energy Assistance Program (EAP) through thorough evaluation.
- Purchase new equipment to improve mobility and accessibility of the food shelf.
- Consolidate client recertification applications across CAP Agency programs to provide a more efficient and seamless experience.
- Remodel Thrift Store to improve community awareness and client and donor experience.
- Invest in annual cultural awareness training for all staff.
- Enhance integration of Agency software systems.

### **Implementation and Accountability**

The CAP Agency of Scott, Carver and Dakota Counties Strategic Plan 2017-2022 will be implemented by dedicated staff with input from managers and oversight from CAP's executive director. Managers and staff will align annual work plans and budgets within the organization-wide strategic plan.

The executive director and senior leadership will devote intentional time quarterly to review implementation progress on the strategic priorities and provide course correctional leadership when needed. The Executive Director is responsible for the successful implementation of the Plan and will report to the Board of Directors a comprehensive, objective evaluation progress made regarding the implementation of the 2017-2022 Strategic Plan. This report shall be shared quarterly at board meetings and with Agency management and staff.

## CAP Agency Contact Information

Website <https://www.capagency.org/>

Scott & Carver Counties Office - 712 Canterbury Road S. Shakopee, MN 55379

Phone : 952-496-2125

Email : [info@capagency.org](mailto:info@capagency.org)

Dakota County Office - 2496 145th St West Rosemount, MN 55068

Phone : 651-322-3500

Email : [info@capagency.org](mailto:info@capagency.org)