



2023-2028 Strategic Plan

Anoka County
Community Action Program

763-783-4747
accap@acca.org
www.accap.org

1201 89th Ave NE
Suite 3500
Blaine, MN 55434

The Promise of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

Our Mission

The Anoka County Community Action Program, Inc. is an innovative catalyst for empowering lower income Anoka County residents to achieve their aspirations and dreams.

Our Vision

Our vision is one of a caring Anoka County community where basic needs are provided so that all residents can achieve and enjoy economic self-sufficiency.

Our Core Values

Accountability
Compassion
Dignity
Diversity
Empathy
Empowerment

Building Stronger Communities Together: Embracing Our Core Values

Dear ACCAP Team,

As we embark on this journey together to create a brighter and more compassionate future for our clients and communities, it is essential that we stand united, guided by our core values. These values define who we are, what we believe in, and what we strive to achieve as an agency committed to positive transformation.

Accountability: We hold ourselves accountable for the promises we make to our clients and communities. By taking responsibility for our actions and decisions, we build trust and transparency with those we serve. Let us embrace the courage to admit our mistakes and learn from them, for it is through accountability that we foster an environment of continuous improvement and progress.

Compassion: At the heart of our mission lies a deep sense of compassion for every individual we encounter. Together, we create a haven of understanding and support, where empathy is the bridge that connects us all. Our unwavering commitment to compassion ensures that no one is left behind, and everyone is offered the warmth and care they deserve.

Dignity: Respect for the inherent worth and dignity of every human being is the cornerstone of our work. We recognize that each person's journey is unique, and we approach every interaction with humility and kindness. Upholding the dignity of our community members allows us to empower them to reclaim their voices and rebuild their lives.

Diversity: Our strength lies in embracing the richness of our diversity. We celebrate the differences in culture, background, and experience that make our communities vibrant and dynamic. By fostering an inclusive environment, we open doors to fresh perspectives, innovative solutions, and boundless opportunities for growth.

Empathy: We stand beside our community members, striving to understand their challenges and joys, walking in their shoes. Through empathy, we build bridges of connection, turning strangers into neighbors and adversaries into allies. It is with empathy that we sow the seeds of lasting change.

Empowerment: As we extend our hands to uplift those in need, we empower them to take control of their destinies. We are enablers of dreams, providers of resources, and champions of resilience. With empowerment as our guiding light, we spark the flames of self-belief and self-reliance, igniting a fire that illuminates countless lives.

Let these core values form the bedrock of our strategic plan. As we continue to forge ahead, let us keep them alive in every decision, every program, and every interaction. Together, we will make a difference that reverberates through generations, leaving an indelible mark on the communities we serve.

With passion, purpose, and a shared commitment to our core values, we shall create a world of possibilities—one community at a time.

Patrick McFarland

Patrick McFarland
Executive Director

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Executive Summary

The strategic plan for the Anoka County Community Action Program (ACCAP) for 2023-2028 is a comprehensive document outlining the organization's roadmap for growth and success.

Background

- ACCAP, established in 1965, serves residents of Anoka County, Minnesota, with various programs aimed at poverty alleviation and community development.
- The strategic playbook is a collaborative effort of the ACCAP team reflecting their vision, mission, and values. It is intended to serve as a guide for decision-making and resource allocation.

Core Values

- The plan emphasizes core values such as accountability, compassion, dignity, diversity, empathy, and empowerment.

Strategic Planning Process

- The process involved understanding internal and external realities, articulating the mission, vision, and core values, and developing goals and strategies.
- Stakeholder engagement was crucial, including surveys and interviews.

Strategic Pillars

- **People:** Focus on relationships with clients, employees, partners, volunteers, and board members.
- **Organizational Excellence:** Continuous improvement, fiscal management, technological innovation, succession planning, and organizational structure.
- **Performance Excellence:** High standards of service, needs assessment, and outcome evaluation.
- **Infrastructure:** Governance, facilities, technology, and internal systems.

Strategic Goals and Objectives

The strategic goals and objectives outlined in the Anoka County Community Action Program's Strategic Plan for 2023-2028 are as follows:

Goal 1: Stability and Economic Security for Low-Income Individuals and Families

- Objective: Serve as a vital resource for low-income people seeking economic security and collaborate with community partners to provide services and resources to clients.

Goal 2: Healthy Communities Offering Economic Opportunity

- Objective: Ensure community opportunities for all people to earn and maintain security, be healthy, and have a stake in their community.

Goal 3: Engagement of Low-Income People in Community Building

- Objective: Empower low-income families to participate in community policy, decision-making functions, and activities that create opportunities.

Goal 4: Professional Development for Staff

- Objective: Enhance the knowledge and skills of the team to facilitate individual agency and community development to better serve clients.

Goal 5: Increase Employee Engagement

- Objective: Build a high-performing and engaged workforce by implementing infrastructure and employee engagement strategies to support the team.

Goal 6: Maintain Organizational Excellence

- Objective: Incorporate Pathways to Excellence standards agency-wide to create an internal framework of standards and processes that engage and motivate employees to provide excellent client service.

Goal 7: Sustain Performance Excellence

- Objective: All programs will strive to increase the number of clients served as well as services provided.

Goal 8: Improve and Maintain Agency Infrastructure

- Objective: To make sure the organizational infrastructure and systems are efficient, cost-effective, data-driven, and client-focused.

These goals collectively enhance the economic security, health, and engagement of low-income communities, foster professional development and engagement among staff, maintain organizational excellence, improve program outcomes, and optimize agency infrastructure.

Implementation and Monitoring:

- Implementation strategies include assigning responsibilities, providing training, developing an Action Operating Plan, and communicating the plan to stakeholders.
- Measure progress through a scorecard, tracking key performance indicators against set targets for each goal.
- This strategic plan positions ACCAP for continued growth and impact, with a clear direction for operations and initiatives, increasing the likelihood of fulfillment of its mission.

History

The Anoka County Community Action Program, Inc. (ACCAP) is an independent nonprofit agency, which began in 1965 under the federal Economic Opportunity Act. Every year, ACCAP serves thousands of residents in Anoka and Washington County, Minnesota through a wide range of programs. A volunteer Governing Board, made up of representatives of the public sector, private sector, and the low-income community, directs the activities of ACCAP.

ACCAP is committed to helping disadvantaged individuals out of poverty and into the community as productive citizens. The agency offers educational opportunities, information and referral, and direct services, these include Head Start/Early Head Start, Homeownership and Affordable Rental Housing, Child Care Assistance, Energy Assistance, and a wide variety of programming for senior services. These programs and services help residents achieve self-sufficiency.

Strategic Planning: At the heart of every successful organization lies a well-defined and comprehensive strategic plan. For ACCAP, this comes in the form of the strategic playbook, which outlines the agency's roadmap for growth and success over the next five years. By providing a clear direction for the agency's operations and initiatives, the playbook ensures that ACCAP can focus its resources and efforts towards achieving its goals and objectives.

The strategic playbook is a living document that reflects the agency's vision, mission, and values, and serves as a guide for decision-making and resource allocation. It also enables ACCAP to anticipate and prepare for future challenges and opportunities, ensuring that the agency remains adaptable and effective in a rapidly changing environment.

The development of the strategic playbook was a collaborative effort, with input and insights from team members, partners, board members, and a facilitator partner, Sagency. Their contributions were instrumental in shaping the strategic pillars and identifying key initiatives that will drive growth and success for the agency in the years to come.

ACCAP is grateful for the support and collaboration of all stakeholders involved in the development of the strategic playbook. Moving forward, the agency looks forward to working together to achieve shared goals and make a positive impact in the region and beyond.

The Process

Strategic Planning Framework

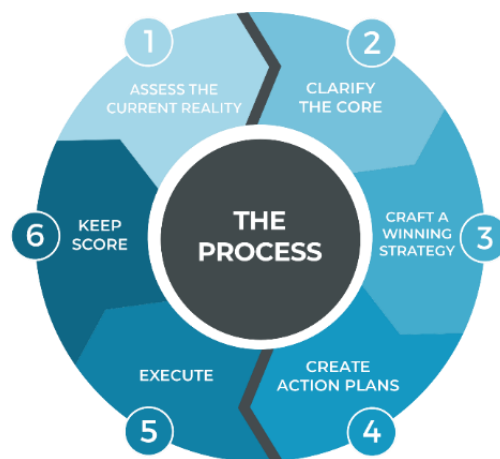
The strategic planning process began with a healthy growth scan. An organization-wide survey combined with individual conversations with randomly selected stakeholders provided time to reflect on the current status. This step was crucial to gain a clear understanding of the organization's present situation, and to identify areas where opportunities exist and improvements could be made. By analyzing the current context, the organization could lay a solid foundation for developing goals and strategy.

Next, the focus shifted towards clarifying the core. During this phase, participants worked together to articulate the organization's mission, define the desired culture, create a compelling vision for the future, and articulate core values. This collaborative process helped to ensure that all stakeholders were aligned and shared a mutual understanding of the organization's fundamental values and objectives. With a strong core in place, the organization was better equipped to craft impactful goals and strategies. Working across departments, key initiatives and strategic pillars were identified, prioritized, and articulated to maximize organizational health, agency impact, and continued viability.

The final stages of the planning process involved creating action plans and preparation for executing them. Under each goal and strategy, a detailed action plan was developed to accomplish the goal and related strategies. Ongoing action planning will occur in each department of the agency to demonstrate their contributions toward the overall plan's success.

To monitor progress and ensure alignment, scorecards are being developed to track performance and focus on the organization's strategic goals. We believe this comprehensive approach to strategic planning will lay the groundwork for a continued successful and impactful organization able to fulfill the promise of community action.

Staff involvement is key to the development and implementation of the plan. Each goal has a champion. A staff person is in charge of leading a team of volunteers from various departments and tracking progress toward the goal.



Pillars

Themes that Emerged:

Throughout our stakeholder outreach process, certain themes emerged that impacted the content and prioritization of the strategic plan. Based on the survey and interview data, these four pillars were developed.

Pillar 1, People: The "People" pillar of the strategic plan embodies the agency's deep commitment to prioritize and foster strong relationships with various stakeholders, recognizing their pivotal roles in driving the agency's mission and success. At its core, this pillar encompasses four key groups:

- Clients and families, who are the primary recipients of the agency's services and support.
- The agency's dedicated and passionate employees, who play a central role in delivering high-quality services.
- Valued partners and funders, who collaborate with the agency to expand its impact and reach.
- The enthusiastic and dedicated volunteers and board members, whose selfless contributions further strengthen the agency's capacity to create positive change in the community.

This holistic approach to "People" ensures that the agency remains deeply attuned to the needs, perspectives, and aspirations of each stakeholder group, fostering a culture of inclusivity, collaboration, and empathy as it strives to make a meaningful difference in the lives of all involved.

The significance of "People" is prominently reflected throughout the goals and strategies of the strategic plan. The agency's commitment to clients and families is evident in the goal of providing stability and economic security to individuals and families with low incomes, ensuring their well-being and empowerment. Similarly, the focus on enhancing employee engagement, professional development, and staff capabilities in another goal emphasizes the agency's dedication to supporting and nurturing its employees.

Pillar 2, Organizational Excellence: The "Organizational Excellence" pillar of the strategic plan underscores the agency's unwavering commitment to foster a culture of continuous improvement, efficiency, and effectiveness in all aspects of its operations. Within this pillar, four critical elements take center stage:

- Finance, where sound financial management and budgeting practices ensure sustainable growth and resource allocation.
- Technology, which serves as a catalyst for innovation and seamless service delivery, empowering the agency to adapt and thrive in a rapidly evolving digital landscape.
- Succession, recognizing the significance of nurturing and developing future leaders within the organization to sustain its mission and legacy.

- Optimal Organizational Structure, a strategic focus on designing a cohesive and agile structure that enables streamlined decision-making, effective communication, and collaboration among teams.

Embracing this pillar, the agency seeks to set the standard for excellence in all facets of its operations, enabling it to consistently deliver exceptional outcomes and impactful solutions for the communities it serves.

The "Organizational Excellence" pillar is intricately woven into the fabric of the strategic plan, with its core elements seamlessly integrated into the overarching goals and strategies. The agency's emphasis on finance reflects its dedication to prudent fiscal management and resource optimization, ensuring that financial sustainability remains at the forefront of decision-making. The strategic focus on technology underscores the agency's forward-thinking approach, leveraging digital advancements to enhance service efficiency, data-driven decision-making, and adaptability to evolving community needs. The commitment to succession planning highlights the agency's long-term vision, nurturing talent and cultivating a robust pipeline of leaders who can uphold the agency's mission with passion and expertise. Lastly, the pursuit of an optimal organizational structure demonstrates a deep commitment to agile and cohesive teamwork, fostering a work environment where collaboration and communication thrive, enhancing the agency's capacity to deliver exceptional client service and achieve transformative impact in the community. By prioritizing organizational excellence, the agency sets itself on a path of continuous growth and innovation, positioning it as a beacon of effectiveness and influence in the pursuit of its mission.

Pillar 3, Performance Excellence: The "Performance Excellence" pillar of the strategic plan represents the agency's unwavering dedication to achieving the highest standards of service delivery and impactful outcomes. Comprised of four integral components, this pillar places paramount importance on meeting and exceeding client needs by offering tailored, responsive, and innovative programs. With a steadfast commitment to its mission, the agency continually aligns its efforts with its overarching purpose, ensuring that every action taken resonates with its core values and community-centric vision. Emphasizing the significance of needs assessment, the agency adopts a data-driven approach to understanding the evolving needs of its clients and communities, enabling it to adapt its programs and services proactively. Lastly, by placing a strong emphasis on outcomes evaluation, the agency diligently measures and analyzes the effectiveness of its initiatives, enabling evidence-based decision-making and fostering a culture of continuous improvement. Through the Performance Excellence pillar, the agency aims to be a beacon of excellence and a catalyst for positive change, making a profound and lasting impact on the lives of those it serves.

The Performance Excellence pillar is woven into the fabric of the strategic plan, guiding the agency's approach to every facet of its operations. At the heart of this pillar lies commitment to meeting and exceeding client needs, ensuring that the agency's programs and services are responsive, inclusive, and tailored to the unique circumstances of the individuals and communities it serves. By centering its efforts on client needs, the agency fosters a culture of empathy and compassion, building trust and lasting relationships with those it seeks to uplift.

The agency's dedication to its mission serves as a guiding light, directing its actions and initiatives toward creating meaningful and sustainable change in the community. This alignment with its mission ensures that the agency's efforts remain purposeful and impactful, with every decision made in support of its overarching vision.

The importance of conducting thorough needs assessments cannot be overstated, as it empowers the agency to gain a deep understanding of the challenges and aspirations of its clients and communities. Armed with this vital knowledge, the agency can proactively design and deliver programs that effectively address the evolving needs of those it serves.

Finally, the commitment to outcomes evaluation embodies the agency's dedication to evidence-based practices and continuous improvement. By systematically measuring and analyzing the impact of its programs, the agency holds itself accountable, ensuring that resources are optimally utilized and that its interventions yield meaningful and sustainable results.

Pillar 4, Infrastructure: The "Infrastructure" pillar of the strategic plan reflects ACCAP's resolute commitment to establishing a solid foundation that empowers operations, effective governance, and continuous improvement. Encompassing four essential elements, this pillar is dedicated to optimizing the agency's internal framework. Governance serves as the cornerstone, ensuring sound decision-making, ethical practices, and compliance with regulatory requirements. Facilities are carefully considered to provide safe and conducive spaces that foster collaboration and innovation. Emphasizing the significance of technology, the agency harnesses digital advancements to streamline processes, enhance communication, and drive efficiency. Internal systems are fine-tuned to facilitate coordination and resource allocation, while corporate documents establish clear guidelines, policies, and procedures to guide the agency's operations. By strengthening its infrastructure, the agency lays a solid groundwork for sustainable growth, allowing it to effectively respond to the needs of its clients and communities, furthering its mission of positive transformation and impact.

The agency's continued dedication to effective governance ensures transparency, accountability, and adherence to best practices. By cultivating a culture of responsible leadership and ethical decision-making, the agency fosters trust among stakeholders and promotes a sense of purpose and unity.

The strategic focus on facilities demonstrates the agency's commitment to creating a welcoming and supportive environment for its employees, clients, and partners. Safe and well-equipped facilities contribute to a positive work atmosphere, enabling teams to collaborate effectively and deliver exceptional service to the community.

The agency's emphasis on technology underscores its commitment to leveraging innovation to streamline processes and enhance service delivery. Embracing innovative technological solutions enables the agency to stay agile and responsive, maximizing its impact while adapting to changing needs and emerging opportunities.

The attention to internal systems ensures the agency's operations run efficiently and harmoniously.

The development and implementation of clear and comprehensive corporate documents establishes a framework of policies and procedures, guiding the agency's operations with consistency and ensuring compliance with legal and regulatory requirements.

Developing Goals, Objectives, and Strategies

Strategic Goals (What) – Once the strategic pillars are determined, we start developing a list of potential goals based on the strategic priorities. Goals are the highest level of the strategic plan and describe the outcomes to be accomplished to achieve the agency's vision.

Strategic Objectives (Why) – Strategic objectives are statements that indicate what is critical in your set goal.

Strategies (How) – Strategies that help achieve strategic plan goals and achieve the objective. Like goals, the objectives should be SMART² as well. Strategies are the plans or actions an organization or individual takes to achieve their objectives and reach their goals.

ROMA Goals

ROMA¹ is a framework that is used by community action agencies nationwide to measure and improve their performance and track the progress in achieving their mission of reducing poverty and promoting self-sufficiency.

Strategic planning is vital to achieving our mission and vision and this means looking both inward (goals 4-8) at the organization's internal functioning and outward at the community's needs (ROMA¹ goals 1-3). The primary objective of the strategic playbook is to provide ACCAP with a clear sense of direction, outlining where the organization is headed and how the board and staff can contribute to achieving its vision. The playbook also establishes measurable outcomes, allowing ACCAP to monitor progress and measure success as it works towards achieving its goals.

The strategic planning process is board-led and ongoing, with the aim of creating a "living, breathing" strategic plan with measurable outcomes, rather than a document that gathers dust on a shelf. Setting an ambitious vision for the future, strategic plans serve as a crucial leadership and management tool for the organization.

“The solutions to our problems are not to be found in a single slogan or bumper-sticker or by blaming others. They are to be found in our determination to build a better society, founded on the values of opportunity, compassion, and responsibility.” ~President Lyndon B. Johnson

¹ ROMA **R**esults **O**riented **M**anagement and **A**ccountability

² SMART **S**pecific, **M**easurable, **A**chievable, **R**elevant, **T**ime-bound

Goal 1: Individuals and families with low incomes are stable and achieve economic security. (ROMA Goal)

Strategy 1: Build and maintain strong community partnerships.

Champion: Terri, Director of Child Care Support Services

Team: Sydney

Objective: Continue to serve as a vital resource for low-income people seeking economic security. Collaborate with community partners to provide services and resources to clients.

Key Performance Indicator: Increase in number of clients who report learning about ACCAP through a community event or partner.

Action Steps:

1. Optimize relationships with Anoka County Career Force and the Metro North GED program to help clients meet education and job seeking goals
2. Create a group in Microsoft Teams to share community events and partner updates among ACCAP staff.
3. Partner between departments to offer programing opportunities to more clients and increase advertising through social media and the agency's website.
4. To ensure a strong internal workforce increase social media posts to promote ACCAP job openings and company culture. Use social media analytics tools to track the success of the social media campaigns and adjust as needed.
5. Create a one page resource guide to highlight ACCAP's programs that can be used for marketing.

Goal 2: Communities where people with low incomes live are healthy and offer economic opportunity. (ROMA Goal)

Strategy 1: Lead partners in identifying and developing solutions that benefit the entire community.

Champion: Brittany, Director of Senior Programs

Team Members: Sarah

Objective: Create opportunities for people to obtain and maintain economic security, be healthy, and have a stake in their community.

Key Performance Indicator: 5% increase in positive feedback received from annual client feedback surveys.

Action Steps:

1. Identify key stakeholders and engage them in the process to create a multi-disciplinary team of ACCAP and other agencies in Anoka County.
2. Develop a routine meeting schedule to maintain and build partnerships within the multidisciplinary team.
3. Utilize data collected from the Community Needs Assessment to guide programing and partnership planning.
4. Create a mission/expectation for the goal/action plan to share with the multi-disciplinary team.
5. Advocate for policies that promote the development of affordable housing and work towards reducing homelessness in the community.
6. Collaborate with Anoka County Career Force to connect low-income job seekers with potential employers.

Goal 3: People with low incomes are engaged and active in building opportunities in communities. (ROMA Goal)

Strategy 1: Empower people to advocate for their own needs and create opportunities for people to contribute to their communities.

Champion: Barb, Director of Housing

Team Members: Shaqwete, Catherine, Jocelyn, Mayra, Karen, Holly, Michelle, Autumn, Sarah, Lori

Objective: Low-income families participate in community policy and decision-making functions and activities that create opportunities for clients to contribute to their community and achieve self-sufficiency.

Key Performance Indicator: Increase in the number of clients participating in committees, advocacy events and other opportunities offered by at least 1-2 more participants each year.

Action Steps:

1. While collecting feedback from clients for the Community Needs Assessment, provide information on other opportunities for them to participate and contribute to planning and advocacy.
2. Identify and promote civic engagement opportunities for ACCAP clients though social media, meetings, and community events.
3. Create community projects or committees that involve low-income participants in decision-making and planning processes. These projects could focus on areas such as community gardens, public art installations, or neighborhood improvement efforts.
4. Increase outreach efforts to clients in all service areas.
5. Identify a key issue of interest to some or all ACCAP Clients and develop a plan to work with partners to offer opportunities for open dialogue with clients on the topic.

6. Offer leadership development programs and training opportunities for low-income individuals interested in taking on community leadership roles through partnerships with other local organizations.
7. Acknowledge and celebrate the contributions of low-income community members regularly. Recognize their efforts through awards, appreciation events, or social media shout-outs.

Goal 4: Provide professional development opportunities to increase staff capabilities to better serve clients.

Strategy 1: Develop an effective and efficient employee review which includes an employee development plan.

Champion: Kristy, Director of Human Resources

Team Members: Lizzie, Danielle, Lourdes, Freida, Cassie, Alejandra, Nadia, Christa, Rebecca, Elizabeth, Linda, Kelsey, Ashley, Janeen, Michelle, Katie, Kristi, Megan, Lori, Senait, Becky

Objective: To enhance the knowledge and skills of the team to facilitate individual, agency, and community development so that we can better serve our clients.

Key Performance Indicator: Increase employee check-ins to three to four times a year to discuss personal and professional goals including training needs and create a plan to achieve those goals.

Action Steps:

1. Update the performance review form and tie it to the agency values.
2. Modernize the agency's performance review process and train supervisors.
3. Develop a manager training program for new managers and promote quarterly check-in meetings with all staff.
4. Create annual manager training plans for ongoing development to better support staff.
5. Develop Individual Development Plans.
6. Conduct a comprehensive needs assessment to identify the knowledge and skills gaps.
7. Define the core competencies required for various job roles within the agency.
8. Ensure ongoing training opportunities for staff on diversity, equity, and inclusion, poverty, mental health support, and safety.

Strategy 2: Provide engaging employee training and development opportunities that are offered to staff in various capacities.

Champion: Kristy, Director of Human Resources

Team Members: Jamie, Monica, Lori, Jennifer, Michelle, Judy

Objective: To enhance the knowledge and skills of the team to facilitate individual, agency, and community development so that we can better serve our clients.

Key Performance Indicator: Increase training opportunities to employees by offering at least 24 training courses in 2024 and 36 training courses in 2025.

Action Steps:

1. Survey staff for input on training areas of interest.
2. Supervisors will discuss training opportunities and professional development plans during quarterly check-in meetings to ensure training needs are being met and that staff are current with credential and licensing requirements.
3. The Human Resources team will create a well-structured professional development plan that outlines the different opportunities available to employees, including required training by departments/positions.
4. Human Resources will promote trainings through ongoing communication with staff through newsletters, fliers, and other staff activities.

Goal 5: Increase employee engagement from 4.0 to 4.5 on the annual employee engagement survey to increase staff retention and fulfillment.

Strategy 1: Build the knowledge and skills of staff in supervisory positions on how to effectively engage and support staff.

Champion: Kristy, Director of Human Resources

Team Members: Jamie, Janet, Annette, Jenn, Alissa, Katie, Magen, Arlyn, Lisa, Dianne, Nancy, Marily, Nicole, Lori, Karen, Nadia, Jaime, Donna, Vicki, Misti, Lori, Angie, Sarah, Annette

Objective: To build a high performing and engaged workforce by putting in place infrastructure and employee engagement strategies that will better support our team.

Key Performance Indicators: Annual employee engagement survey results will increase by .5% in 2024. Committee involvement will increase to fifteen participants in 2024 and 23 participants in 2025.

Action Steps:

1. Provide ongoing supervisor training and ensure there is an emphasis on the importance of employee engagement.
2. Maintain open communication with staff through newsletters, emails, KPAY, updates, and team meetings.
3. Incorporate feedback from annual employee engagement survey into agency's approach to employee engagement.
4. Look for additional opportunities to provide employee recognition.
5. Create a staff committee that has representation from all departments to assist with planning and implementing engagement activities.

6. Integrate engagement into performance metrics. Tie employee engagement metrics into employee and supervisor performance evaluations to create accountability for fostering a positive work environment.

Goal 6: Continue to be an Organization of Excellence

Strategy 1: Improve administrative capacity to support program operations by building a strong finance department.

Champion: Jen, Director of Finance

Team Members: Jennifer, Jessica

Objective: Build and maintain a strong fiscal department that can support program operations, allowing program staff to focus on client services.

Key Performance Indicator: Financial Policies are updated by the end of 2024 and financial audits are in compliance.

Action Steps:

1. Financial Policies will be updated to reflect current practices and procedures and ensure all regulations are met and will be updated as needed.
2. Accounting staff will create detailed “How-to” resources and other training materials for staff on Intacct and Concur accounting software and provide timely training to new staff
3. Obtain additional access for directors and managers in Intacct accounting software for reporting.
4. The Fiscal Director will review software utilized by other community action agencies to ensure agency needs and fiscal requirements are met.
5. The Fiscal Director will work with Human Resources to fill open positions within the department and review department structure to ensure best practices.
6. The Fiscal Director will attend the quarterly community action fiscal group meetings and reach out to peers with questions as needed.

Strategy 2: Increase and update technology to support program operations to enhance our ability to evaluate the impact of our services.

Champions: Jessica, Director of Operations & Tony, IT Manager

Team Members: Pa Chai, Angela, Jennifer, Judy, Nhia, Jen

Objective: Programs and staff have the internal systems and technology to support their efforts to provide quality programming for clients and timely and accurate data for funding sources.

Key Performance Indicator: Directors and staff report data systems are working effectively to allow for reporting and program operations.

Action Steps:

1. The IT Team will work with VC3 to create plans and structure for moving SharePoint over to Microsoft Teams and rebuilding SharePoint site to create streamlined access for staff.
2. IT Department will survey staff on training needs and create “How-to” resources for staff on various technology systems to increase staff knowledge on systems and data security.
3. Update Laserfiche data collection to support remote workers.
4. Annual audit of all equipment to equipment is accounted for and a replacement plan in its place.
5. Review client data entry systems (CIS, Child Plus, eHeat) for all departments and update to allow for more useful reports. Provide ongoing training for staff.
6. IT will attend all offered meetings within the community action technology network (CAMIS, THO) to keep current.
7. Keep website updated and work with departments to ensure accurate information is posted.
8. Operations will increase social media posts to Facebook and work with programs to create monthly posts.
9. Streamline system for onboarding new employees into the system by creating checklists for access by position/department and ensuring training systems are in place for new employees.
10. Create a survey to get feedback on an annual basis from directors and staff on technology needs and support.

Strategy 3: Update the Agency’s succession plan to outline the process for identifying and developing individuals to fill key leadership positions within the organization.

Champions: Jessica, Director of Operations, Jackie, Head Start Director, & Kristy, Director of Human Resources

Team Members: Pa Chai, Evelyn, Kristina, Kelsey, Michele, Jen, Kristi

Objective: To create a strong succession plan and begin cross-training and skill development for staff who show strong potential to temporarily fill in or acquire higher-level positions within the agency.

Key Performance Indicator: Job Task Manuals are completed for every position within the agency and a Succession Plan is in place for all key positions by the end of 2024.

Action Steps:

1. Directors and supervisors are to work with their staff to review their job descriptions and then create or update their job task manual.
2. Human resources will survey staff for leadership interest for succession planning.
3. Human resources will add questions to interviews and review professional development plans regarding leadership interest for succession planning.

4. The Personnel Committee will survey key positions to begin succession planning. The Personnel Committee will present the findings of key positions and potential internal candidates to the Governing Board for additional input.

Strategy 4: Examine organizational structure for optimization.

Champions: Kristy, Director of Human Resources

Team Members: Jackie, Jessica, Patrick

Objective: Review and analyze organizational structure to ensure effective time and skill management and the highest quality of services for clients.

Key Performance Indicator: Provide a completed Organizational Structure Plan to the Governing Board by the end of 2024.

Action Steps:

1. All job descriptions will be reviewed and updated by managers with employee input.
2. A committee will be established to review updated job descriptions and meet with directors to review their department structure.
3. The committee will review and evaluate pay scales and compare salary surveys done by Head Start, MN Council of Nonprofits and various other organizations to ensure competitive wages.
4. The human resources director will present the findings to the Governing Board Personnel Committee for approval.
5. The human resources director will meet with the directors to plan and adjust as needed.

Goal 7: To see continuous growth and improved outcomes for clients.

Strategy 1: Increase program outreach to increase program participation and improve outcomes.

Champions: All Program Directors

Team Members: All staff

Objective: All programs will strive to increase the number of clients served as well as services provided.

Key Performance Indicators: Each program will show improved program outcomes through various measurements including increased client participation, increased client outcomes, increased funding, updated systems, and the creation of new and innovative programming.

Action Steps:

1. Head Start will increase recruitment efforts to meet enrollment requirements.
2. Child Care Assistance will work with community partners to advertise and recruit additional families.

3. Early Learning Scholarships will participate in community events to help increase awareness of scholarship availability.
4. Transportation Services will increase awareness of the program and seek additional funding opportunities.
5. Senior Programs will increase funding and funding sources to support programming.
6. Human Resources will work to reduce employee turnover.
7. Housing will increase outreach to provide more families with Energy Assistance.
8. Operations will work with all departments to find funding to create a budget specialist position to assist clients in all programs.
9. Finance will set up online payments to make rent payments easier for clients.

Goal 8: Improve and maintain agency infrastructure for the purpose of delivering quality services and programs.

Strategy 1: Monitor and review agency governance, policies, facilities, and technology.

Champions: All Program Directors

Team Members: Patrick, Executive Director Barb, Director of Housing, and Jessica, Director of Operations

Objective: To make sure the organizational infrastructure and systems are efficient, cost-effective, data-driven, and client-focused.

Key Performance Indicators: All Organizational Standards annually reviewed by the Office of Economic Opportunity will be in compliance. All properties will have completed assessments and improvement plans by the end of 2024.

Action Steps:

1. The Director of Operations will review Organizational Standards to meet and maintain compliance requirements.
2. Directors will review and update By-Laws, Personnel Policies, Fiscal Policies, and Technology Policies on an annual basis.
3. The Executive Director will work with the board and community to fill and maintain Governing Board seats to ensure the representation of all sectors.
4. IT and Accounting will work together to complete a physical inventory of equipment, including computers and vehicles on an annual basis.
5. The Housing Department will obtain facilities assessments on all rental properties to create maintenance and repair plans to ensure assets are preserved and planning for larger expenses.
6. The Head Start Director will create a plan for maintenance and repair of the Head Start Family Development Center facility.

Score Card

STRATEGIC GOALS	KEY PERFORMANCE INDICATORS	TARGET	CURRENT PROGRESS
Goal 1 Strategy 1: Individuals and Families with low income are stable and achieve economic security	Increase in number of clients who report learning about ACCAP through a community event or partner.	5% annually	In Progress
Goal 2 Strategy 1: Communities where people with low incomes live, are healthy and offer economic opportunity	Increase in positive feedback in annual client feedback surveys	5% Annually	In Progress
Goal 3 Strategy 1: People with low incomes are engaged and active in building opportunities in communities	Increased number of clients participating in committees, advocacy events, and other opportunities	1-2 new clients each year with a 50% increase after 5 years	In Progress
Goal 4 Strategy 1: Provide professional development to increase staff capabilities.	Increase employee check-ins to three to four times a year to discuss personal and professional goals including training needs and create a plan to achieve the goals	3-4 annually	In Progress
Goal 4 Strategy 2: Develop an effective, widely dispersed explanation of the opportunities for employee development.	Increase training opportunities for employees by including at least two trainings per month in the first year and three in the second year	24 trainings in 2024 36 in 2025	In Progress
Goal 5 Strategy 1: To increase employee engagement to increase staff retention	Increase employee participation on various agency committees (wellness, snowflake brunch, all staff, etc.) to include ten percent of employees (minimum of one per department) per committee within the first year and fifteen percent by the second year and a minimum of one activity per employee	15 employees in 2024 23 employees in 2025	In Progress
	Increase employee engagement score to 4.5	.5% in 2024	On Target – Currently 4.5
Goal 6 Strategy 1: To improve administrative capacity to support program operations by building a strong finance department	All positions are filled, and Financial Policies are updated	100% in 2024	Complete

STRATEGIC GOALS	KEY PERFORMANCE INDICATORS	TARGET	CURRENT PROGRESS
Goal 6 Strategy 2: Increase and update technology to support program operations to enhance our ability to evaluate the impact of our services	Directors can get data reports that are meaningful and help in the planning process for services	100% in 2024	In Progress
	Directors and staff feel their technology needs are met.	100% in 2024	In Progress
Goal 6 Strategy 3: Update the Organizational Succession Plan	A strong succession plan is in place for key positions	100% by 2025	Not Started
	Job Task Manuals are complete for all employees	100 % by 2024	Not Started
Goal 6 Strategy 4: Examine Organizational structure for optimization	Plan is presented to Governing Board	100 % by 2024	In Progress: A review of wage compression findings is in process
Goal 7 Strategy 1: (1)Each Program will improve program outcomes- Head Start	By the completion of the 2023-2024 school year, HS students will exhibit School Readiness as measured by Teaching Strategies GOLD	70% 2023-2024 School Year	In Progress: Classes start in September
	By the completion of the 2024-2025 school year, HS students will exhibit School Readiness as measured by Teaching Strategies GOLD	85% 2024-2025 School Year	In Progress: Classes start in September
	By the completion 2023-2024 program will meet full enrollment of eligible children	97% 2024-2025 School Year	In Progress: Classes start in September
Goal 7 Strategy 1:(2) Each Program will improve program outcomes- Child Care Assistance, Early Learning Scholarships, Transportation Solutions	Child Care Assistance will increase the number of families in 2024	1,000 for 2024	In Progress: Current 762
	Early Learning Scholarships will increase awards by 5%	537 for 2024	In Progress: Current 511
	Transportation Solutions will increase participants by 5%	128 for 2024	In Progress: Current 122
Goal 7 Strategy 1:(3) Each Program will improve program outcomes- Senior Programs	Increase in funding for senior programs	10% annual increase	In Progress
Goal 7 Strategy 1: (4) Each Program will improve program outcomes- Accounting Department	Online system to accept rental payments	100% 2024	Not Started
Goal 7 Strategy 1:(5) Each Program will improve program outcomes- Human Resources	Employee turnover rate will decrease	3-5% Annually	In Progress
Goal 7 Strategy 1:(6) Each Program will improve program outcomes- Housing	Increased number of clients served in Energy Assistance	5 % annual increase	In Progress

STRATEGIC GOALS	KEY PERFORMANCE INDICATORS	TARGET	CURRENT PROGRESS
Goal 7 Strategy 1: (7) Each Program will increase program outcomes-Operations	Budget Specialist Position will be created to assist all departments	Services to 30 families by 2025	In Progress
Goal 8 Strategy 1: Improve and maintain agency infrastructure for the purpose of delivering quality services and programs	Organizational Standards will all be in compliance	100%	Currently complete ongoing
	Physical Inventory will be updated annually	100%	Complete
	Properties will have a completed assessments and improvement plans	100% by 2025	Not Started

Implementation of the Plan

Having a plan does not guarantee its implementation. ACCAP is committed to taking specific steps to implement this strategic plan and track its progress. ACCAP will specifically:

- **Assigning responsibility and accountability** for specific parts of the strategic plan to individuals or teams within the organization can help ensure that everyone is working towards the same goals and that progress is being made on a regular basis.
- **Providing training and resources** to staff and board members can help build the skills and knowledge necessary to successfully implement the strategic plan and achieve its goals.
- **Develop and implement** an Action Operating Plan that includes milestones, action items, team members responsible for fulfillment, and dates for the many tasks that will contribute to the success of each strategy.
- **Communicate** the Strategic Plan to stakeholders and provide every employee with a one-page condensed strategic plan.
- **Make the strategic plan** the foundation for leadership meetings, annual strategic planning, and goal setting.
- **Refer to the Strategic Plan** in Board meetings, using it as a backdrop for essential conversations such as setting future goals for strategic imperatives and developing new key initiatives.
- **Establish** and review outcome measurements connected with each strategy annually.
- **Provide an annual update** to the Board on the status of key initiatives and success metrics for each goal.