

# Strategic Plan **FY 2018-2023**

## *Board Report 06/26/2018*

**Executive Committee approved: 09/25/18**  
**Retroactive to: 06/26/18**

### **FOCUS AREA: NON-TRADITIONAL JOB DEVELOPMENT/PLACEMENT**

#### **FAMILY-LEVEL**

##### ***Problem***

Employers have vacancies in *non-traditional* jobs that pay “living wages” while the agency’s typical customer lacks required qualifications

##### ***Desired Outcome***

Customers secure and maintain available living-wage non-traditional jobs with benefits

##### ***Strategy***

Create/identify non-traditional jobs that pay living wages to agency customers without formal education or technical skills.

##### ***Outcome Indicator***

By June 30 2021, 15% of Life Works customers and 5% of participating Head Start parents obtain and maintain living wage non-traditional jobs with benefits for at least 90 days.

## **FOCUS AREA: HOUSING**

### **FAMILY-LEVEL**

#### ***Problem***

The Agency's typical customer has an average wage that makes home purchase unlikely

#### ***Desired Outcome***

Agency customers qualify for and purchase homes

#### ***Strategy***

Develop an Individual Development Account (IDA) program

#### ***Outcome Indicator***

By June 30 2022, 10 families participating for 36 months in the IDA program qualify for a mortgage and purchase a home.

### **AGENCY LEVEL**

#### ***Problem***

Employees in family service-related jobs have limited skills advising and helping customers to develop financial literacy.

#### ***Desired Outcome***

Employees possess and consistently demonstrate basic financial coaching capability.

#### ***Strategy***

1. Design/identify and implement training for employees.
2. Modify program designs to include financial capacity emphasis.

#### ***Outcome Indicator***

1. By June 30 2019 100% of trained employees successfully demonstrate required skills with customers.

***Between December 2017 and June 30 2018, Coaches participated in on-going training from On-Track to develop proficiency in assessing and promoting financial literacy in customers. Coaches record customers financial assessments and progress in files.***

2. By June 30 2018 program handbooks and manuals include financial capacity emphasis. ***Done.***

## **FOCUS AREA: CHILD CARE**

### **COMMUNITY LEVEL**

#### ***Problem***

Demand for high quality, affordable infant and toddler (& Pre-K) care for low-income families exceeds the slots available.

#### ***Desired Outcome***

The number of available slots satisfies demand

#### ***Strategy***

Increase the number of slots for low-income infants and toddlers in the community.

#### ***Outcome Indicator***

Additional slots meet the needs of low-income families

#### **Work Plan**

Same as for Family Level Problem

### **FAMILY LEVEL**

#### ***Problem***

Low-income families are unable to afford the average cost of high-quality infant and toddler care.

#### ***Desired Outcomes***

1. The number of available slots meets demand
2. Low-income working families have high-quality infant and toddler care

#### ***Strategy***

Increase the number of slots for low-income infants and toddlers in the community.

#### ***Outcome Indicator***

By June 30, 2020, slots for low-income infants and toddlers will increase by 45.

### **AGENCY LEVEL**

#### ***Problem***

Agency's area of child care expertise and funding is limited to children age three to five.

#### ***Desired Outcome***

CAO develops expertise in and funding for early childhood development for ages zero to three.

**Strategy**

1. Identify and implement employee training on child development ages zero to five
2. Recruit and select new hires with child development expertise in ages zero to five

**Outcome Indicators**

By June 30 2020, CAO employees have the expertise and funding to serve children ages zero to five

# FOCUS AREA: INFORMATION TECHNOLOGY, DATA & SYSTEMS

## AGENCY-LEVEL

### *I. Problem*

1. Employees need data to make job-related decisions
2. Agency has copious amounts of unanalyzed raw and electronic data
3. Employees have limited capacity to synthesize large amounts of data necessary to make key business decisions and evaluate and report outcomes.

### *Outcome*

Employees implement data-informed activities and programs that generate effective customer outcomes

### *Strategy*

Implement training for and provide tools to agency leadership and select line staff on how to identify and use customer outcome data to manage programs and evaluate effectiveness.

### *Outcome Indicators*

By June 30 2019, employees effectively utilize information in business decisions.

### *Strategies*

1. ROMA Training for all LT members. Expected implementation date: fall 2018.
2. Critical –thinking skills training. Spring 2019.

### *II. Problem*

Many agency business processes are time-consuming, paper-intensive and inaccessible to many users.

### *Outcome*

Organizational systems and infrastructure are efficient, cost-effective, easily accessible and fully-utilized.

### *Strategies*

1. Develop technology information systems and process that support employees at all worksites and improve work product
2. Utilize multiple external electronic communication methods, (including dual language) to allow efficient dissemination of routine program-wide information to customers and other external stake-holders.
3. Expand internal communication methods to allow efficient and consistent dissemination of information to all employees

**Outcome Indicators**

By December 2018, Website is redesigned, easily accessed by all devices and dual language.

By fall of 2018, the Agency's employee intranet is easily accessible to all employees

By 2020, electronic documents, forms, information and technology, etc. are clear and fully utilized by all agency employees

***Status: Intranet migration (conducted by cross-functional team ) to Google will allow all employees to access key agency and program data. Expected live date: August 2018. Training at HS Pre-service.***