



Strategic Plan 2016 - 2017

Adopted by CAWM Board of Directors
-----, 2016

CAW/M Vision – Our most vulnerable citizens live with dignity and hope for their future.

CAW/M Mission – We build bridges of hope and self-sufficiency by connecting people to resources where basic needs are met and education becomes a lifelong journey.

CAW/M Core Values –

- Acceptance – that all people are valuable, capable, and full of potential
- Self-Determination – that all persons have the right to decide what is best for them
- Education – that we are all lifelong learners and we model that for others
- Access – that equitable access to resources, information and opportunity is critical to building self-sufficiency
- Opportunity – that opportunity presents itself every day for us to grow
- Commitment – that it is essential for us to work together with mutual respect for one another, especially with commitment to customer service excellence.

Customer Service Principles –

- To customers, frontline representatives are the company
- Customers are shown they are valued
- Internal customer care is as important as external customer care
- Great customer service is based on accountability

Goals – Adopted from Community Services Block Grant
Results Oriented Management Accountability plan

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

Strategy #1 (Goals 1 & 6) Low-income people become more self-sufficient. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

- Emergency services increase community revitalization as a result of supporting low income individuals in addressing or averting emergencies/crises. Goal: 1,288 services delivered. Components of personal economic assistance include:
 1. Repairing vehicles to drive to employment/training
 2. Paying for critical medications
 3. Supporting nutrition and wellness through vegetable and flowering plant distribution
 4. Providing food to reduce food insecurity at Rittman Food Pantry
- Providing transportation for health related and employment appointments and other critical needs through cab service and public transportation. Goal: 684 services delivered.
- Home Energy Assistance Program services including emergency fuel or utility payments funded by LIHEAP or other public and private funding sources, including one-time emergency payment per season for utility shut offs; arranging for utility payment plans – Goal: 25,150 services delivered.
- Ohio Benefits Bank tax return preparation program tracking the number and percent of participants in tax preparation programs who qualify for any type of federal or state tax credit and the expected aggregated dollar amount of credits. Goal: of 600 customers, 1,000 state and federal returns prepared with a projected \$600,000 in refunds to the customer.

- Head Start children (infants, toddlers and preschoolers) participate in pre-school activities to develop school readiness skills while supporting home learning environments, physical, emotional and mental wellness of students and their families/guardians with the goal of school readiness and improved household financial stability in the future. Additionally, child development readiness will be supported for pregnant women. Goal: 1,048.
 - Broad Goal 1: CA Wayne/Medina will have an increased capacity to improve school readiness and promote long term success as outlined in the Head Start Roadmap to excellence with a focus on curriculum, assessment, alignment, and child outcomes.
 - Broad Goal 2: CA Wayne/Medina will have an increased capacity to build relationships with families that support family well-being, strong relationships between parents and their children, and ongoing learning and development for both parents and children as outlined in the PFCE framework.
 - Broad Goal 3: CA Wayne/Medina will promote staff and family growth through supportive supervision and increased staff resilience.
- Moms & Dads support groups where parents and other adults learn and exhibit improved parenting skills. Goal: of 75 participants, 55 will demonstrate improved skills.
- Child passenger safety seats program providing new car seats to eligible families along with training by a certified safety specialist. Training will also be provided to professionals who may need to transport children – law enforcement, children services personnel and other social services professionals. Goal: 350 participants trained and 450 car seats distributed.
- Getting Ahead self-sufficiency development program for participants to obtain assistance with and overcome multiple barriers to success. Goal: of 96 participants, 64 will complete the program and show more assets than they had when they enrolled in the program. These assets will be shown by pre and post tests and by accomplishments made during the program.

Other CAW/M initiatives to support these goals:

- Continue creating efficiencies for customers completing HEAP applications, requesting HWAP, and needing HMR.
- Create more opportunities to collaborate with partners to mobilize staff in other population hubs throughout the service territory, providing more access to services.
- Ensure all H/EAD staff are cross-trained in all programs
- Develop improved transportation network in both counties, working closely with coalition partners. Support Wayne County Transportation Coalition County plan to improve transportation services through mobility management and investment of service revenue.
- Explore possible collaboration to expand Rittman Food Pantry space.

- Maintain five Star SUTQ ratings for all Head Start preschool sites.
- Align curricula and Ohio Early Learning Content Standards and educate parents to that alignment.
- Instruction – CLASS™ Scores will increase .50 - .75 points in each domain
- Enhanced focus on the social-emotional development of children and families.
- Emphasized focus on school readiness as it relates to comprehensive services and parent engagement.
- Dental treatment is increased to 96%.
- Increase access to medical professional, via an on staff RN, to provide ongoing staff training and support to families.
- Improve data gathering, analysis and usage to promote decision-making and reporting.
- Improve the Ongoing monitoring/ Self-Assessment system integration.

Strategy #2 (Goal 2) The conditions in which low-income people live are improved by improving their homes for energy efficiency, safety and affordability. Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by Community Action activity or advocacy.

- Goal for Home Maintenance and Repair program – 132 served
- Goal for Home Weatherization Assistance Program – 280 served

Other CAW/M community initiatives to support this goal:

- Always bill utility companies monthly, while ensuring paperwork is complete and the service process is not impeded.
- Further develop social enterprise programs to generate unrestricted income to support mission growth.
- Develop departmental operation procedures for Housing and Economic Assistance Department programs.

Strategy #3 (Goals 4 & 5) Agencies increase their capacity to achieve results. Partnerships among supporters and providers of service to low-income people are achieved.

- Wayne County Employment and Training Center – Increase community revitalization as a result of programs and partnerships. Goal: 10 Head Start parents referred to the training center gain employment.
- Staff Development and Training – Goal: enhanced new employee orientation program, staff training and technical assistance development plan implementation and staff retention initiatives.
- CAW/M Organizational Development – Agency maintains administrative capacity to monitor and comply with regulations. Goal: To increase agency capacity to develop staff and agency planning and operation systems to result in agency growth and increased services through the development of processes and procedures for policy updates and utilization, staff training and development, risk management and employee retention. The

Senior Management Team will review the risk management and risk strategies plan on a quarterly basis, monitoring continued progress on any strategic action plan timetables. Progress will be shared with the DARE team where input, support and information will be discussed. Increased communication will support enhanced agency capacity to achieve results. Monthly DARE meetings will monitor compliance with quarterly report updates on risk assessment action plan results and ROMA reporting on goals.

- IT Infrastructure – Increase IT capability. Over the years, CAW/M has had several software systems custom designed to meet its needs for data collection and efficient and accurate agency operations. As new, more robust systems are now available to the field which are specific to Head Start and integrated administrative systems, through the agency's risk assessment, it was determined that a complete analysis would be beneficial. This will allow CAW/M staff to make informed decisions on whether to upgrade current systems, or to transition to new systems, then plan for that transition with budget support, staff training and monitoring for systems redundancy during that transition. Goal: CAW/M increases its IT capability through an in depth analysis of its present programmatic data management and administrative IT systems (Fiscal, HR, etc.) and implements a plan for changes, transitions and measurement of IT data collection enhancement, accuracy and staff use efficiencies.

Other CAW/M community initiatives to support this goal:

- Develop and maintain a public relations and marketing set of strategies, increasing awareness to engage communities in assisting low income residents. Two key identified areas to leverage – Bridges Out of Poverty initiative and CAW/M's 50th anniversary in 2016.
- Improve community needs assessment process and results analysis.
- Review wage and compensation plan to align with composition of local market where needed.
- Support housing along with children and family councils in both counties through meaningful partnerships, communication, cross training staff and leveraging of resources to solve community problems. Engage staff in other community outreach network connections including Leadership training programs, civic organizations and other activities. When service gaps are identified, work with community partners to address without service duplication.
- Continue analysis of Medina Office space expansion needs while actively assessing opportunities for relocation.
- Continue developing staff communication and recognition initiatives to improve employee satisfaction.