

**KVCAP Strategic Plan
Action Plan
YEAR Five- July 1, 2021 to June 30, 2022**

Goal: I. INDIVIDUALS & FAMILIES:

KVCAP WILL BE PURPOSEFUL AND EFFECTIVE IN SERVING MULTI-GENERATIONAL FAMILY SYSTEMS IN NEED, HELPING INDIVIDUALS AND FAMILIES ACROSS GENERATIONS MOVE TOWARD GREATER SELF-SUFFICIENCY.
(ROMA Goal 1)

Strategy: A. Integrate KVCAP's intake processes so that no matter which entry point, individuals and families are able to access the full array of KVCAP services for which they qualify in seamless fashion.

Initiative: 1. Foster a culture where people seeking our services are made aware of everything KVCAP has to offer them, no matter what program or service they contact first by ensuring that all KVCAP staff has the training and tools to identify and connect clients to the full array of KVCAP services for which they qualify.

Year Five: Assure common intake elements are embedded in agency applications; increase use of the shared matrix across programs; and provide training on internal programs across the agency.

Year Five Indicator(s):

- Common intake elements collected across the agency.
- Shared assessment matrix is used and yields multi-point data from C&FS, Financial Capability and Navigators.

Goal 1 - Strategy A - Initiative: 2. Develop a comprehensive process for collection and management of client data that enables KVCAP to identify the full range of needs of individual clients and families that is based on specifications determined by staff from across all KVCAP programs, and that takes into account confidentiality and security concerns.

Year Five: Continue to support programs utilizing empowOR and work with the statewide committee on initiatives to incorporate data from other systems.

Year Five Indicator(s):

- The number of programs that successfully utilize empowOR throughout the year
- The number of other data systems that are “bridged” to empowOR to expand data integration.
- Number of unduplicated clients served as measured by programs using/bridged into empowOR.
- Average number of KVCAP services accessed by each household

Goal 1 - Strategy: B. Collaborate with workforce training and education partners to help parents – particularly the parents of children being served in some capacity by KVCAP – improve workforce skills that support movement toward sustainable employment.

Initiative: 1. Build on the momentum of the multi-gen workforce pilots to align community resources, including KVCAP’s long-term approach to connecting parents with workforce services, to most efficiently offer the key service components.

Year Five: Continue strengthening existing partnerships and staff development to foster whole family approaches that embed adult workforce development strategies.

Year Five Indicator(s):

- Number of partnerships with the collaborative goal of supporting whole-family.
- Number of parents (of children being served by KVCAP) who have improved workforce skills via employment, education, or both; number employed, number who increased earning, number advancing a workforce development goal.
- Number of parents who became substitutes, and those who became regular employees.
- Number of parents who engaged in AmeriCorps.

Goal - 1 - Strategy C - Initiatives 1, 2 & 3: 1- Completed, no action plan for Year 5.2 & 3: Discontinued in Year 4

Goal 1 – Strategy D (New in Year 4): Assist individuals and families affected by the pandemic to maintain financial and household stability and to overcome obstacles that impede their progress toward achieving their goals.

Initiative: 1. Offer information, referrals, & case management services specifically targeted for those impacted by COVID 19.

Year Five: Continue to support additional case management capacity for C&FS and Resource Navigators in order to adapt to the increased needs of individuals and families, as most have suffered some effects and/or setbacks on goal plans and family stability due to the pandemic.

Year Five Indicators:

- Number of households served

Goal 1 – Strategy D (New): Initiative: 2. Offer an array of safety net programs specifically targeted for individuals and families adversely affected by COVID 19.

Year Five: Assist families to maintain stability by providing rental assistance, housing stability, community based childcare, and other financial stabilization benefits.

Year Five Indicators:

- Number of households served
- Number of public schools establishing community childcare partnerships
- Number of families receiving Family Coaching.

Goal: II. COMMUNITY:

KVCAP'S PRESENCE IN THE REGION WILL BE STRONGER THROUGH THE EXPANSION OF ITS SERVICES AND PROGRAMS TO UNDERSERVED AREAS AND BY LEADING COLLABORATIVE, COMMUNITY DRIVEN PROCESSES TO FIND SUSTAINABLE SOLUTIONS TO THE CONDITIONS OF POVERTY. **(ROMA Goal 2, ROMA Goal 3)**

Strategy: A. Work with relevant partners to maintain existing resources for safe, affordable housing options and to expand options, prioritizing (but not exclusive to) low-income seniors.

Initiative: 1. Work in collaboration with key housing provider partners, to increase the number of safe, affordable housing units for low-income seniors in KVCAP service area.

Year Five: Continue to move forward decisions and/or plans on four key housing projects: Boulette Building;

Cony Village; Hartland Project Phase 1; Hartland Project Phase 2; and explore other potential projects. Progress on all projects will be reported to the KVCAP Housing Committee, which will approve all major actions.

Year Four/Five Indicator(s):

- Number of senior housing units developed for low to moderate income.
- Number of other housing units developed for low to moderate income
- Number of Cony Village houses built/sold.

Goal II - Strategy A - Initiative: 2. Discontinued in Year 4

Goal II - Strategy A - Initiative: 3. Increase the capacity of the KVCAP housing department to assume a bigger role in addressing housing issues.

Year Five: Expand options for homeless intervention, housing stability, and prepare for the anticipated increase in foreclosure filings that will affect households in our area.

Year Five Indicator:

- Number of households assisted with Foreclosure counseling
- Number of households that move from homeless to permanent housing.

Goal II - Strategy A - Initiative: 4. Discontinued in Year 4

Goal II - Revised Strategy B: Expand public transportation services to more fully serve rural communities, urban communities and including commuter corridors.

Revised Initiative: 1. Expand KVCAP transportation options in rural communities, urban communities and including commuter corridors.

Year Five: Explore different modes of public transit service delivery to serve urban and rural communities.

Year Five Indicator(s):

- Improving bus circulation, accessibility and ridership
- Demonstrated increase in pick-ups / drop-offs
- Number of rides provided in FY 2021 and FY 2022

Goal II - Strategy - B – Discontinued.

Goal II. - Strategy C: Strengthen high quality early childhood education throughout the region and beyond, through state systems influence and Educare Central Maine professional development outreach.

Initiative: 1. Work with partners in the Central Maine higher education community to further develop and execute a collaborative plan to utilize Educare Central Maine as a Lab School.

Year Five: Strengthen collaborative higher education partnerships to build innovative, effective and scalable supports.

Year Five Indicator(s):

- Lab School is operationalized.
- Number of student/practicum/intern participants.
- Established Badging Credentials promoted with higher education partners.
- Advance badges toward earned college credits.

Goal II. - Strategy C - Initiative: 2. Work with state and national partners to further develop and execute a plan to utilize Educare Central Maine as a Learning Hub.

Year Five: Engage in state and local professional development opportunities to extend quality services *Beyond the Walls* through training and technical assistance.

Year Five Indicator(s):

- Learning Hub is operationalized.
- Number of partnership opportunities engaged in; new and/or deeper.
- Number of Learning Hub participants, including those impacted.
- Established fee for service.

Goal II. - Strategy C - Initiative: 3. Influence expanding partnerships to increase services to infants/toddlers and three year olds to decrease this service gap.

Year Five: Increased services for infants/toddlers/three-year-olds will be identified.

Year Five Indicator(s):

- Number of additional infant/toddler/three-year-old enrollment opportunities.

Goal II - Strategy: D. Work in partnership with local communities and stakeholders to develop plans and resources to reduce child abuse and neglect.

Initiative: 1. Lead the implementation of the strategic plans to prevent child abuse and neglect developed through the Somerset and Kennebec Initiatives in collaboration with community partners.

Year Five - Kennebec: Continue to lead the implementation of strategic plans to prevent child abuse and neglect developed through Kennebec County in collaboration with community partners.

Year Five - Somerset: Continue to lead the implementation of strategic plans to prevent child abuse and neglect developed through Somerset County in collaboration with community partners.

Year Five Indicator(s)

Kennebec:

- 2 Front Porch Program presentations
- Community Baby Shower completed
- Staff completion of National Quality of Standards training
- Completion of one statewide community event

Year Five Indicator(s)

Somerset:

- 2 Front Porch Program presentations
- Community Baby Shower completed
- Staff completion of National Quality of Standards training
- Completion of one statewide community event

Goal II - Strategy: E. Lead efforts to expand and promote grassroots advocacy and education about the realities of poverty and its solutions.

Initiative: 1. Develop and implement an ongoing education process for KVCAP Board and staff about the realities of poverty in order to build cultural competency, increase trust between KVCAP and the clients and communities it serves, and improve KVCAP policies, services and interactions with people experiencing poverty.

Year Five: Continue to include poverty competency training in staff orientation and provide ongoing opportunities for staff and the Board of Directors to increase poverty competency.

Year Five Indicator:

- Number of staff and board members who participate in a poverty competency training.

Goal II - Strategy: E - Initiative: 2. Increase awareness and knowledge about the realities of poverty in the areas KVCAP serves to reduce stigma, combat myths, and increase the extent to which poverty is seen and owned as a community issue.

Year Five: Continue to expand and develop ways to educate the community, engage community members in the work and expand resources.

Year Five Indicator(s):

- Number of community members actively engaged in efforts addressing poverty issues.
- Number of new Community Investors

Goal II - Strategy: E - Initiative: 3. Enhance advocacy efforts to bring attention to the need for lasting solutions to the problems of poverty in Maine by ensuring the voices of our clients are heard at the state and local level.

Year Five: Continue to support the empowerment of clients to tell personal, impactful stories.

Year Five Indicator(s):

- Number of clients participating in telling their story in community venues.
- Number of clients engaged in legislative process.
- Secured funding for Parent Ambassador continuation.
- Number of PAC and/or SENA members engaged in advocacy work.

Goal II – Strategy: F (New). Work closely with Community Partners to create resources to meet the needs of the community due to the COVID 19 pandemic.

Initiative: 1. Provide rental/utility relief that benefits renters and landlords in Kennebec and Somerset. ,

Year Five: Continue to work with Maine Housing and MeCAP to implement the Emergency Rental Assistance program which includes a Housing Stability component.

Year Five Indicators:

- Amount of funds distributed that benefits the community.
- Number of households served by ERA.

Goal II – Strategy F (New) – Initiative: 2. Provide an Emergency Assistance program that provides financial assistance for essential needs to households who have struggled financially during the pandemic in Kennebec and Somerset Counties.

Year Five: Continue to disburse funds raised for the Emergency Assistance program.

Year Five Indicators:

- Amount of funds distributed that benefits the community.
- Number of households served.

Goal II – Strategy F – Initiative: 3. Provide a COVID Social Supports program that offers support to individuals and families who are in quarantine or isolation due to a positive COVID test or being in close contact.

Year Five: Continue to respond to referrals

Year Five Indicators:

- Number of individuals who successfully remained in quarantine/isolation due to the program

Goal II – Strategy F – Initiative: 4. Work with community partners to meet food insecurity and other basic needs resulting from the pandemic.

Year Five: Continue to work with partners in Somerset County to offer meals and to reach out to partners in Kennebec County to explore potential ways to address food insecurity.

Year Five Indicators:

- Number of food resources offered in the community
- Number of households served
- Number of meals provided

Goal: III. AGENCY:

KVCAP WILL BE AN EMPLOYER OF CHOICE, A PLACE KNOWN FOR MAKING A POSITIVE IMPACT ON THE WELL-BEING OF NOT ONLY CLIENTS AND COMMUNITIES, BUT ALSO ITS EMPLOYEES.

Strategy: A. Offer competitive wages and benefits.

2nd Revised Initiative: 1. Strive to ensure that KVCAP positions are in line with market rate; maintain a minimum hourly pay rate that exceeds the legal minimum wage; and expand wellness programming.

Year Five: Plan a wage review of current positions and explore additional potential benefit/wellness offerings.

Year Five Indicator(s):

- The minimum pay available through KVCAP is above the state minimum wage at \$12.25/hour.
- The price of health insurance is affordable with a value plan option.
- The agency offers a robust wellness program
- KVCAP positions are paid at market rate.

Goal III - Strategy: B. Develop the resources and processes to assure that staff across all programs has the knowledge and skills to be effective and successful, by providing access to training and education for existing staff, and by developing a comprehensive hiring and orientation process for new staff.

Goal III - Strategy: B, Initiative 1 - Discontinued in Year 4

Initiative: 2. Develop and implement an agency-wide training plan focusing on the KVCAP mission/role of community action, poverty competency and service integration to increase staff skills in order to better serve the community.

Year Five: Continue to provide opportunities for staff to increase their skills and knowledge of community action, poverty issues, and service integration.

Year Five Performance Indicators:

- One certified ROMA trainer

Goal III - Strategy: B, Initiative 3. Discontinued in Year 5

Goal III - Strategy: C. Maintain IT systems to support the growth, security and changing needs of the agency, including the ability to integrate data across programs, determine KVCAP's effectiveness, and tell others about the agency's mission and impact.

Original Initiative: 1. Develop a prioritized recommendation to Senior Management, including cost estimates and implementation timeline, to ensure strong and adequate controls of the Agency's information technology systems.

Revised Initiative: 1. Continue implementation of the plan to ensure strong and adequate controls of the Agency's information technology systems. Ongoing with additional training and staff testing, now available.

Year Five: Implement the Business Continuity Plan, as needed and convene a Disaster Committee.

Year Five Indicator(s):

- Security protocols have been implemented across the agency.
- Business Resilience plan fully implemented.

Goal III - Strategy C - Initiative: 2. Develop and implement a plan for data integration across programs in order to support Agency-wide reporting and the ability to tell a comprehensive story about the impact of KVCAP on individuals, families and communities.

Year Five: Continue implementation of EmpowOR and integration work with the programs that are not using empowOR, to work toward an unduplicated count.

Year Five Indicator:

- Number of program data systems that are integrated with EmpowOR.
- Data gathered on shared Success Measures
- Agency can produce an unduplicated count of clients served.

Goal III - Strategy: D (New - began Year 4). Develop agency protocols in response to COVID 19 that protects staff, clients and the community.

Initiative: 1. Continually review and update agency protocols as well as program specific protocols to ensure that the most up-to-date guidance from the CDC is informing decisions.

Year Five: Periodically review the level of access to our buildings, service delivery, and response to potential outbreaks in our local communities and/or within our buildings and workforce and make decisions accordingly.

Year Five Indicator(s):

- Number of KVCAP facilities closed due to an outbreak
- Number of staff working from home

Goal: IV. SUSTAINABILITY:

KVCAP WILL BE FISCALLY STRONG, HAVING DIVERSIFIED ITS FUNDRAISING CAPACITY AND SOURCES AND CREATED GREATER FLEXIBILITY TO LEAD COMMUNITY INITIATIVES ADDRESSING POVERTY AND ITS SOURCES.

Strategy: A. Monitor political situation closely for indications of funding changes and engage in scenario planning.

Initiative: 1. Monitor the political situation closely, immediately and on an ongoing basis, and develop contingency and risk management plans in response to possible funding cuts/changes, including impact on the Strategic Plan.

Year Five: Senior Management will meet weekly and review any potential threats/changes to funding and revenue streams.

Year Five Indicator(s):

- Amount of Annual budget compared to 2019/20/21.
- Plans have been developed in response to any changes in funding originating at the state or federal level.

Goal IV - Strategy: B. Develop a unifying and recognized brand - internally and externally.

Initiative: 1. Develop and implement a Public Relations plan that will build KVCAP's brand and demonstrate KVCAP's value, by communicating what KVCAP does holistically, and that includes messaging resources and education for staff and Board.

Year Five: Continue to implement internal branding training as a portion of the New Employee Orientation and with Board members to increase their ability to effectively communicate KVCAP's goals, mission, and vision to strengthen internal and external support for addressing poverty-related issues within our service area and beyond.

Year Five Indicator(s):

- All staff/board will be trained brand ambassadors for KVCAP
- Monthly newsletters will be sent to Mailchimp list (over 3,500 people)

Goal IV - Strategy: C. Increase our fundraising capacity and performance.

Initiative: 1. Develop and implement a Fundraising Plan for the next three years, including annual fundraising goals, and include the annual fundraising goals in the budget each year.

Year Five: Continue strategic discussions about funding opportunities, to identify the most likely ways to diversify funding sources beyond state and federal government.

Year Five Indicator (s):

- The amount of funds raised through private entities (donors, corporations, foundations, etc.) is maintained or increased compared to FY 2021

Goal IV – Strategy C - Initiative: 2. Provide an annual education program for managers and Board members to increase capacity to achieve the goals of the Fundraising Plan.

Year Five: Develop an agency expectation around the role of staff and board in fundraising and provide messaging and education to support those roles.

Year Five Indicator(s):

- Increased number of staff and Board members who are actively engaged in KVCAP’s fundraising process.
 - The number of staff and board members who participate in a training on fundraising.
 - The number of Board members who participate in a fundraising activity.
 - The number of Board members who contribute to KVCAPs Annual Appeal.
 - The number of staff members who contribute to KVCAP’s Annual Employee Appeal.

Goal IV – Strategy D Initiative: 1. Continue to monitor the effect of the COVID 19 pandemic on the agency’s financial resources.

Year Five: Continue to maintain close contact with major funders to determine the potential effect of the pandemic on grant dollars.

Action Plan for Year Five:

- Senior Management will stay informed regarding potential increases or decreases in funding due to the pandemic and other issues.
- The Finance Department will stay connected to the statewide CAP Directors group in order to process information regarding challenges around the expectations that are being put forth for fiscal management of CARES Act funds.

Year Five Indicator(s):

- Amount of increased funding due to COVID
- Amount of decreased funding due to COVID