

# Strategic Plan



## Section I – Mission/Vision Statement, Values

### Mission Statement

Eastern Idaho Community Action Partnership helps individuals and families meet their basic needs and increase their independence through support and education.

### Vision Statement

Eastern Idaho Community Action Partnership is widely recognized by the public as an organization that makes a difference in peoples' lives. EICAP creates opportunities for individuals and families to reach their highest level of independence and self-sufficiency. EICAP Board of Directors, staff and volunteers work together to expand our role and impact in the community by responding to local needs.

### Agency Values

**Empowerment:** EICAP believes in empowering participants with the skills, means, and opportunities to achieve maximum independence and self-sufficiency. We will design services and processes that empower people to take responsibility for their lives.

**Opportunity:** EICAP believes in the personal development of individuals. Everyone can move to a better place in life; EICAP creates and provides options for success.

**Respect:** EICAP values the dignity of all human beings and seeks to treat all with kindness and respect.

**Working Together:** EICAP Board of Directors sets the mission, vision, and goals for the organization and works with the staff and the community to accomplish the partnership's mission.

**Continuous Learning:** EICAP believes a well-trained organization is best able to serve participants. We continuously work on the personal and professional growth of Board, staff, volunteers and customers.

**Accountability:** EICAP believes in operating fiscally responsible and compliant programs focused on outcomes.

**Integrity:** EICAP Board and Staff believe that integrity means living by the values we hold. We ask to be shown where our actions conflict with these values.

## Section II – Organizational Mandates and Stakeholders

### Organizational Mandates

- Eliminate the causes and conditions of poverty
- Empower low-income families and individuals to become fully self-sufficient (CSBG Act-1998) and independent
- Strengthen community capabilities for coordinating a broad range of federal, state and local assistance (CSBG Act-1998)
- Organize a range of services related to the needs of low-income families and individuals (CSBG Act-1998)
- Increase innovative community based approaches (CSBG Act-1998)
- Broaden the resource base of programs directed to the elimination of poverty
- Maximize participation of low-income community members (CSBG Act-1998)
- Produce and execute programs within the financial constraints of the organization
- Adhere to funding regulations, policies and guidelines in the execution of initiatives and programs

### Stakeholders

- Low-income residents of nine county service area
- Eastern Idaho community members
- Residents of EICAP Housing
- Board and staff of EICAP
- Legislators/Congress
- Other elected officials
- Funders
- Partners/Service Providers/Landlords
- Volunteers
- Contractors and other Vendors: Accountants, construction, legal, etc.
- Vulnerable adults

*(Note: Some stakeholders fit in more than one group, but interests of different groups may vary)*

## Section III – SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

### Strengths

- EICAP is becoming more visible/viable
- Fiscally Sound
- Strong Leadership Group/Team
- Board/staff desire to grow agency
- Innovative Organization
- Executive Director/Leadership Team
- Experienced and dedicated staff
- Head Start
- Housing-- comprehensive homeless to home ownership
- Positive fulfilling work environment
- Haven GED program benefits client and creates name recognition in community
- Respect in community (industry, partner and client perspective)
- Diversity of programs
- Many community partners
- Employee Council
- Improved Board/Staff relationship
- Expanding-closing gap between need and availability
- Haven
- Area Agency on Aging
- Pursuing excellence through formal process that will measure success and offer direction
- Career development training
- Strong core Board leadership
- Marketing plan and communication
- Management of Stimulus and job creation
- Well focused

### Weaknesses

- Lack of input from low-income
- Lack of full Board involvement/understanding
- Lack of unity/cross training
- No State funding for Head Start
- Low Head Start teacher pay
- Lack of career training/ development opportunities for staff
- Communication across program lines lacking
- Metrics not used for program personnel evaluations within agency
- CSBG funding stalled by Haven spending
- Limited non-government funding stream
- Underserved geographic areas
- Lack of community understanding of EICAP's impact or role

## Opportunities

- Increase awareness of EICAP to people who can help EICAP
- Volunteers and web site to increase visibility
- New building with access can be used by EICAP in the summer
- Enhance employee development opportunities and salaries
- Award for Excellence
- Improve marketing—public service announcements
- Expand participant fiscal literacy/“life” counseling/mentoring
- Educate legislators
- Mutual Self Help Housing home/resale
- Opportunity for expansion of LIHEAP and Weatherization
- CCAP
- Weatherization for profit
- Micro business/credit union
- Enhance Family Development Program
- Increase funding
- Expand Head Start to unserved counties
- After business hours public computer lab
- Initiate migrant/immigrant programs
- Leverage existing training/mentoring programs to reach more clients
- Using EICAP owned property in summer for programs or to gain revenue
- Expansion Head Start Funds
- Housing
  - Foreclosures downtown—rentals and infill
- Year-round energy assistance
- Fundraising—Board-driven
- Center for New Directions expansion statewide

## Threats

- Lack of local and state legislative support
- Inaccurate poverty formula (public misinformation)
- Underpaid staff limits ability to acquire “best in class” and contributes to high turnover
- Cuts in funding
- Bigger demand in services
- Public perception of handouts
- Changes in funding mandates/implementation
- Uncertainty in acquiring new building funds
- Undefined legal liability
- Diversity of clients served pose some dilemmas and risks (i.e. Head Start children and registered sex offenders)
- Unreliable cash flow puts EICAP in tenuous position
- ACORN Response and reactions/perception of misuse fraud
- Maintaining personnel/family insurance benefit
- Level of preparation for stimulus sunset

## **Section IV – Results Oriented Management and Accountability Goals and Strategic Objectives**

**2010**

### **1. Low-income people become more self-sufficient.**

**Strategy** *EICAP will use our marketing plan to become more visible and viable in the communities served.*

**Strategy** *Provide safe and affordable housing opportunities.*

**Strategy** *Facilitate life skills training, education, and other opportunities.*

**Strategy** *Involve participants in program development from design to delivery.*

**Strategy** *Provide opportunities and encourage employees to become more culturally sensitive.*

**Strategy** *Implement a unified organizational philosophy.*

### **2. The conditions in which low-income people live are improved.**

**Strategy** *EICAP will use a marketing plan to raise awareness of the conditions low-income people live in.*

**Strategy** *Provide safe and affordable housing opportunities throughout our service area.*

**Strategy** *Provide learning opportunities to employees and the community regarding the living conditions of poverty and vulnerable populations.*

**Strategy** *Implement a unified organizational philosophy*

### **3. Low-income people own a stake in their community.**

**Strategy** *EICAP will use our marketing plan to promote the successes of low-income and elderly individuals in our communities.*

**Strategy** *Involve participants in program development from design to delivery.*

**Strategy** *Empower and encourage low-income individuals to create and maintain safe neighborhoods.*

**Strategy** *Facilitate life skills training, education, and other opportunities.*

**4. Partnerships among supporters and providers of service to low-income people are achieved.**

**Strategy** *Foster and develop productive partnerships*

**5. Agency increases its capacity to achieve results.**

**Strategy** *Increase funding sources and amounts in response to the growing need for service.*

**Strategy** *Encourage and train the Board of Directors to be more involved in agency activities.*

**Strategy** *Search for opportunities to improve efficiency of service delivery.*

**Strategy** *Foster a supportive work environment for employees.*

**Strategy** *Pursue reasonable expansion opportunities throughout our service area.*

**Strategy** *Maintain sound fiscal stewardship*

**Strategy** *Implement a unified organizational philosophy*

**6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family systems.**

**Strategy** *EICAP will use our marketing plan to become more visible and viable in the communities served.*

**Strategy** *Provide safe and affordable housing opportunities for vulnerable populations.*

**Strategy** *Facilitate life skills training, education, and other opportunities.*

**Strategy** *Provide opportunities and encourage our community to become more culturally sensitive*

**Strategy** *Train employees to utilize the scope of supportive services within EICAP and the community at large.*