



**EASTERN IDAHO**

**COMMUNITY ACTION PARTNERSHIP**

**2024—2028 STRATEGIC PLAN**

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November 14, 2023

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## THE NEW EICAP CHAPTER

Strategic planning is the product of sound strategic thinking. Organizations who plan well, take time, exercise candor, and assess themselves and those they serve, to ascertain who they are, where they have been, and where they are going.

Such is the case with Eastern Idaho Community Action Partnership—EICAP.

The EICAP Board of Directors, during a season of CEO transition, had the foresight to set in motion a strategic planning process. Then with the arrival of John Radford, new Chief Executive Officer, a season of organizational self-assessment began in earnest. Interviews with Board members, Staff members in positions of both leadership and front-line service, as well as discussions with the Leadership Team were held. In October 2023, a Board Retreat focused on the future, resourced by the staff, produced the following insights and steps forward.

The result of this work is cited below. This Strategic Planning document is presented in the following seven segments:

### **Eastern Idaho Community Action Partnership**

- *Closing the EICAP Covid Chapter*
- *The New EICAP Chapter—Renewing & Growing*
- *The EICAP Mission & Values*
- *The EICAP Strategic Pillars*
- *The EICAP Challenges & Opportunities*
- *The EICAP 2024—2028 Strategic Initiatives*
- *The EICAP Task Force Initiatives*

## **EASTERN IDAHO COMMUNITY ACTION PARTNERSHIP CLOSING THE EICAP COVID CHAPTER**

One EICAP chapter is coming to a close. The EICAP Covid Chapter. The realities of this institutional chapter are well known to the staff of the organization. It was a time of great need and great challenge. People in need of service were required to quarantine and hunker down. People called to serve had to deal with their own personal and professional challenges brought on by the pandemic.

During the same season, EICAP made strategic choices to shed one program and contracted with a third party to manage another. These were prudent decisions, yet these decisions added to the sense of organizational constriction. Additionally, the demographics of a shrinking workforce and the realities of funding limits led to the departure of a number of employees; this highlighted the difficulty of finding and retaining well-qualified replacements.

Finally, within the pages of this chapter EICAP experienced the departure of a long-time CEO and the extended search for a well-suited successor. Consequently, the board, staff and clients of EICAP are eager to write a new chapter.

## **EASTERN IDAHO COMMUNITY ACTION PARTNERSHIP THE NEW EICAP CHAPTER—RENEWING & GROWING**

Now, the threat of the pandemic has lifted, new leadership is in place, the EICAP team is ready to transition from pandemic constriction to future expansion. The New EICAP Chapter must now be written, a chapter with a plot rich in organizational renewal and growth.

Since 1968 Eastern Idaho Community Action Partnership has served the needs of the people within the region—from hunger to heat, from ABC’s to 123’s, from needs of seniors to needs of families. The needs EICAP is called to meet are great. Fortunately, EICAP’s passionate, committed staff, stand ready to serve.

To pivot from constriction to expansion will take the wise, collaborative work of Board, Staff, and Civic Leaders. The commitment to expand services will require right-sizing personnel and payroll, seeking partners in support and service, and fostering greater EICAP awareness in the region’s cities and rural spaces.

The strategic initiatives and Task Force topics identified by Board and Staff Leaders will require a commitment to mission, to collaboration, to think outside/in, to welcome in new clients, new voices, new programs and new supporters.

The New EICAP Chapter cannot be written by a select few. Its pages and its plot will be the result of people committed to a common cause and the common good of the people of Eastern Idaho. This strategic plan outlines the New EICAP Chapter.

## **EASTERN IDAHO COMMUNITY ACTION PARTNERSHIP THE EICAP MISSION & VALUES**

The Eastern Idaho Community Action Partnership has served the needs of Eastern Idaho since its inception in 1968. EICAP’s long standing commitment to caring, compassion, education and basic need fulfillment has stood the test of time.

Though staff and service recipients know EICAP, awareness across the region is lacking. As part of EICAP’s commitment to create greater awareness throughout the region, the Board and Staff Leadership wish to visit and revise the current mission and values statements:

### **Current Mission Statement**

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

### Current Core Values Statement

- *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.
- *Respect*: EICAP believes in valuing the dignity of all human beings and seeks to treat all with Kindness and Respect..
- *Collaboration*: EICAP believes that by working together with the community we can best accomplish the mission, vision, and goals of the organization.
- *Continuous Learning*: EICAP believes in continuous personal and professional growth of Board, staff, and volunteers. A well-trained organization is essential to our ability to serve the communities of Eastern Idaho.
- *Accountability*: EICAP believes in being accountable to the community and funding sources by providing our services efficiently and effectively.
- *Integrity*: EICAP believes that integrity is essential to our organization. EICAP associates with those who are honest and demonstrate high moral character.
- *Innovation*: EICAP believes that innovation and creativity are required to respond to continually evolving community needs. We seek opportunities to address emerging challenges.

Both the Mission Statement and the Core Values articulation are too long, not easily remembered and therefore, do not clearly define and describe the nature, purpose and value-based essence of EICAP. Work must be done to create statements that are clear, concise and compelling. The Seven Core Values are too many and too internal. New, value-laden words like Empowerment, Community, Compassion and Service are needed.

Additionally, EICAP Board leaders believe suspending use of the current Vision Statement is appropriate. As EICAP enjoys new momentum over the next few years, a new ECIAP Vision focus will emerge and it will be time to craft an inspiring, new EICAP Vision.

[To achieve both these ends, an on-call Mission, Values & Vision Stakeholders group will be formed to address to create revised statements at appropriate times—See below.]

### Current Vision Statement

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

## EASTERN IDAHO COMMUNITY ACTION PARTNERSHIP THE EICAP STRATEGIC PILLARS

When making plans and setting strategic priorities Eastern Idaho Community Action Partnership is guided by these Strategic Pillars. EICAP leaders utilize the priorities within these Strategic Pillars in planning, prioritizing and executing their work:

- 1. The people of EICAP empower families, providing programs that foster self-sufficiency.*
- 2. The people of EICAP educate young children, teaching essential skills in a caring environment.*
- 3. The people of EICAP serve at risk individuals, offering essential services to meet basic needs.*

## EASTERN IDAHO COMMUNITY ACTION PARTNERSHIP THE EICAP CHALLENGES & OPPORTUNITIES

The purpose and work of the Eastern Idaho Community Action Partnership is significant and substantial. An overview of the statistics of the organization's regional service is noteworthy:

- Full Time Staff of 100+
- Annual Budget of \$14,000,000+
- Mature Programs Providing an Array of Services
  - Family Services
  - Head Start & Early Head Start
  - Housing
  - Senior Services
  - Weatherization
  - Administrative Team

- Service to Over 23,000 Clients Annually

Now, as the EICAP Board of Directors and Staff Leadership Team look to the future, they do so with the knowledge that EICAP has and will be a positive force for good to the residents of Eastern Idaho.

EICAP leaders are aware that an array of challenges and opportunities lie before them, in the region and in the organization:

- EICAP must continue the transition from pandemic-driven constriction, to mission-focused expansion.
- EICAP Staff must deal with the current economic downturn, which increases client need, without increasing service funding.
- EICAP's need to hire and retain new employees is affected by low unemployment.
- EICAP's grant-based funding places unintended limits on Programs, their services, their staff and their salaries.
- EICAP must expand resources by launching social enterprises that provide additional services and additional funding.
- EICAP must create funding diversity by pursuing new philanthropic revenue streams from across the region.
- EICAP must anticipate and plan for the Regional Realignment of Senior Services.
- EICAP is not well known. An intentional commitment to foster Brand Awareness is needed:
  - For Clients
  - For Community Leaders
  - For Supporters
- EICAP must expand its presence, its services and its resources.

The above challenges and opportunities, inform the five long-range strategic initiatives and short-term actions identified by the Board of Directors.

## EASTERN IDAHO COMMUNITY ACTION PARTNERSHIP THE EICAP 2024—2028 STRATEGIC INITIATIVES

The people of EICAP are committed to serving the families, young children and at-risk individuals across the Eastern Idaho Region. To do this more effectively over the next five years, the Board and Staff of EICAP have identified, and will pursue, these five strategic initiatives:

1. *Foster Strong & Stable EICAP Workforce*
2. *Renew & Expand Head Start*
3. *Create Regional EICAP Awareness & Engagement*
4. *Seek Charitable Support & Establish Social Enterprise Revenue Streams*
5. *Add Select Mission-Centered Programs*

### The EICAP 2024—2028 Strategic Initiatives

By focusing on these five long-range initiatives, EICAP anticipates the following outcomes:

1. *Foster Strong & Stable EICAP Workforce*—EICAP is committed to building a strong culture and well-equipped team across all programs. EICAP will seek to improve its systems, right-size its pay-scale, train and retain its work force and foster a collaborative team committed to the EICAP mission and the people EICAP serves.
2. *Renew & Expand Head Start*—EICAP Head Start and Early Head Start programs will rebound from the effects of the pandemic, generate awareness, increase enrollment, and secure, train and retain a well-credentialed team of caring educators. When appropriate EICAP Head Start will expand services.
3. *Create Regional EICAP Awareness & Engagement*—EICAP will intentionally seek to create greater awareness of EICAP and its services in the cities and counties within its region of service. Additionally, EICAP will foster inter-agency communication and collaboration to heighten awareness of and access to services for those in need and at-risk. As appropriate, EICAP will secure the services of a Community Relations Officer to achieve these ends.
4. *Seek Charitable Support & Establish Social Enterprise Revenue Streams*—EICAP will begin a methodical, long-range process of developing additional revenue streams to support the work of the organization. The services of a Development Officer will be secured to generate sustaining and special project giving. Select Social Enterprise programs will be expanded and/or launched, generating more service and more revenue.
5. *Add Select Mission-Centered Programs*—As EICAP renews itself and expands its reach, it intends to expand services in mission-centered areas, (Examples: Life Skills, Job Training, After School programs as funding and personnel allow).

## **EASTERN IDAHO COMMUNITY ACTION PARTNERSHIP THE EICAP SHORT-TERM TASK FORCE INITIATIVES**

1. *Mission, Values & Vision Stakeholders*
2. *EICAP Housing Paradigm Report*
3. *Regional Realignment Task Force*
4. *Board Selection & Election Process Task Force*
5. *EICAP Regional Convening Agency*

### **The EICAP Task Force Initiatives**

1. *Mission, Values & Vision Stakeholders*
  - Establish an “on call” Mission, Values & Vision Stakeholders group (Board, Staff, Community Representatives)
    - Rarticulate the existing Mission and Value statements in a clear, concise and compelling manner—Spring 2024.
  - When appropriate, reassemble Stakeholders to articulate EICAP Long-Range Vision Statement (e.g. 2027/2028)
2. *EICAP Housing Paradigm Report*
  - EICAP Staff to partner with an outside consultant to study and report to the Board of Directors its management of EICAP Housing properties. Report to the Board to include:
    - Revenue/Expense overview
    - Summary of Property Holdings, Debt Load, Debt Length and Debt Service, Income, Depreciation and Maintenance Estimates, Special Loan Covenants
    - Examine the short-range and long-range housing asset and revenue position, focus on providing social enterprise funding resources
    - Propose more effective communication protocol between tenants, Syringa Property Management and EICAP
    - Present to Board Spring 2025
    - Develop Annual Housing Report Baseline & Template
3. *Regional Realignment Task Force*
  - Appoint Realignment Task Force
    - Phase One—Research and Study the Implications of the State of Idaho’s Regional Senior Service Realignment—2024
    - Phase Two—Pending the Board and Staff Leaderships’ Recommendation, assign RFP duties to the Regional Senior Service Realignment Task Force—2025
4. *Board Selection & Election Process Task Force*
  - Create a Board of Directors & Officers Task Force
  - Task Force Governance-Related Assignment to Include:
    - Development of Board Profile
    - Outline Manner in Which Potential Board Members are Identified, Recruited, Elected and On-Boarded
    - Provide Recommendations regarding Board Officers and Terms of Service



- Identify which Board Committee is responsible for above duties  
(e.g. Board Governance Committee)

5. *EICAP Regional Convening Agency*

- EICAP will Establish and Host an Annual Eastern Idaho Social Services Symposium
- EICAP will serve as the Convening Agency for Social Service Agencies and foster collaboration, communication and strategic deployment of resources to meet select needs
- EICAP will also invite area nonprofit, civic and philanthropic leaders to create greater awareness and collaboration
- EICAP will partner with regional agencies and state entities to develop means and campaigns to foster greater awareness and communication of an array of social services provided across the Region
- First Eastern Idaho Social Services Symposium—Fall 2026/Spring 2027