



AGENCY GOALS

Goal: Board Development

<i>Strategic Objectives & Supporting Tactics</i>	<i>Individual(s) Assigned</i>	<i>Key Performance Indicator(s)</i>	<i>Benchmark</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>2022 Target</i>	<i>Frequency</i>	<i>Success Rate (% to goal)</i>	<i>YTD Progress</i>
[A] Increase board engagement and participation.									
[A.1] Define roles, clarify expectations, and identify responsibilities by establishing job descriptions for all levels of board membership - member, officer, and committee chairperson.	Executive Director BOD	Job descriptions created	•	Mar	----	----	Quarterly		
[A.2] Implement board participation scorecard to track board engagement and provide increased accountability for board members.	Executive Director BOD	Scorecard is developed and implemented	•	Mar	----	----	Quarterly		
[A.3] Establish governance committee to manage board policy and bylaws, monitor board engagement, measure board performance, and manage board recruitment and orientation.	Executive Director BOD	Governance committee is established and populated.	•	Mar	----	----	Quarterly		
[B] Engage board members in fund raising and resource development.									
[B.1] Set clear expectations for board fundraising efforts by adopting a give or get policy.	Executive Director BOD	Give or Get policy is adopted each year.	•	Jun	Nov	Nov	Annual		
[B.2] Invest in fundraising training programs and learning opportunities for board members.	Executive Director BOD	% board members participate in training sessions.	•	55%	75%	100%	Annual		
[B.3] Establish a resource development committee to develop an annual board driven fund raising strategy.	Executive Director BOD	Annual fund raising strategy is formed.	•	Oct	Oct	Oct	Annual		

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[C] Launch strategic recruitment effort to engage new board members and populate sub-committees.									
[C.1] Perform board composition analysis of current membership to identify gaps as it relates to skills, expertise, demographics, relationships, and community voice.	Executive Director BOD	Board composition analysis is complete.	•	Mar	----	----	Annual		
[C.2] Develop nomination procedures and process, orientation plan, and on-boarding and mentoring.	Executive Director BOD	Procedures are established.	•	Jun	----	----	Annual		
[C.3] Engage current board membership in identifying and recruiting new board members who can fulfill gaps identified in the board composition analysis.	Executive Director BOD	Recruitment efforts commence.	•	Aug	----	----	Annual		

Goal: Financial Sustainability

<i>Strategic Objectives & Supporting Tactics</i>	<i>Individual(s) Assigned</i>	<i>Key Performance Indicator(s)</i>	<i>Benchmark</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>2022 Target</i>	<i>Frequency</i>	<i>Success Rate (% to goal)</i>	<i>YTD Progress</i>
[A] Grow the operating reserve fund to sustain operating costs for a three months.	Executive Director Finance Cmte.	Achieve \$300,000 balance in operating reserve fund.	\$150,000	170K	235K	300K	Annual		
[B] Create a sustainability plan for the Weatherization Program to offset the improvement costs for older homes that exceed maximum allowable costs per state funding.									
[B.1] Establish annual budget for improvement costs that will exceed state funding.	Executive Director BOD	Annual budget line item is approved by BOD.	•	Oct	Oct	Oct	Annual		
[B.2] Develop cost sharing partnerships with local community based organizations engaged in home improvement and/or weatherization services.	Executive Director BOD	# of cost sharing partnerships established	•	2	4	4	Annual		
[B.3] Reallocate a portion of CSBG funding to the Weatherization Program.	Executive Director BOD	Annual CSBG budget is reviewed by BOD.	•	Nov	Nov	Nov	Annual		

Goal: Financial Sustainability

<i>Strategic Objectives & Supporting Tactics</i>	<i>Individual(s) Assigned</i>	<i>Key Performance Indicator(s)</i>	<i>Benchmark</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>2022 Target</i>	<i>Frequency</i>	<i>Success Rate (% to goal)</i>	<i>YTD Progress</i>
[C] Create six month program budget analysis protocols to increase fiscal oversight and monitoring.									
[C.1] Provide budget management and cost analysis training to program managers.	Executive Director Finance Director	Program managers participate in board training.	•	Feb	Feb	Feb	Annual		
[C.2] Engage program managers in monthly budget monitoring meetings.	Executive Director Finance Director	# program manager budget meetings held per year.	•	12	12	12	Annual		
[C.3] Implement monthly program budget dashboard report for program managers, administrative staff, and board members.	Executive Director Finance Director	# budget dashboard reports sent per year.	•	12	12	12	Monthly		

Goal: Fund & Resource Development

<i>Strategic Objectives & Supporting Tactics</i>	<i>Individual(s) Assigned</i>	<i>Key Performance Indicator(s)</i>	<i>Benchmark</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>2022 Target</i>	<i>Frequency</i>	<i>Success Rate (% to goal)</i>	<i>YTD Progress</i>
[A] Identify new revenue streams and set fundraising targets.	Executive Director BOD	Annual fundraising targets are set.	•	Oct	Oct	Oct	Annual		
[B] Establish a fund development plan that includes strategies and supplemental action plan to meet new fund raising targets.	Executive Director BOD	Annual fund development plan is approved by BOD.	•	Oct	Oct	Oct	Annual		
[C] Create staffing plan to support new fundraising activity.	Executive Director	Achieve \$300,000 balance in operating reserve fund.	•	Oct	Oct	Oct	Annual		

Goal: Staff Capacity Building

<i>Strategic Objectives & Supporting Tactics</i>	<i>Individual(s) Assigned</i>	<i>Key Performance Indicator(s)</i>	<i>Benchmark</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>2022 Target</i>	<i>Frequency</i>	<i>Success Rate (% to goal)</i>	<i>YTD Progress</i>
[A] Ensure Weatherization Program is fully staffed with certified personnel.									
[A.1] Increase the number of certified auditors on staff.	Executive Director HR Director	# certified auditors on staff	1	2	3	3	Annual		
[A.2] Invest in leadership capacity and professional development of Program Director.	Executive Director HR Director	Annual leadership training program completed.	•	Oct	Oct	Oct	Annual		
[B] Develop and implement cross-training program.									
[B.1] Establish standard operating procedures for program staff functions.	Executive Director HR Director	% of programs that have standard operating procedures manual	•	30%	60%	100%	Annual		
[B.2] Develop cross-training program modules and curriculum.	Executive Director HR Director	% of training programs are developed.	•	30%	60%	100%	Annual		
[B.3] Create annual cross-training calendar.	Executive Director HR Director	Annual training calendar is populated.	•	Oct	Oct	Oct	Annual		
[C] Develop new Employee Handbook includes updating existing policy and setting new policies as determined by Executive Director and Board of Directors.									
[C.1] Assess existing policies, guidelines, and procedures. Identify policies/guidelines that need to be updated.	Executive Director HR Director	Assessment of existing policies is completed.	•	Jun	-----	-----	Annual		
[C.2] Develop new policies and procedures including but not limited to disciplinary and grievance procedures.	Executive Director HR Director	Updated employee handbook is approved by BOD.	•	Sep	-----	-----	Annual		
[D] Invest in staff capacity building efforts to improve leadership skills, gain efficiencies and increase productivity.									
[D.1] Create and implement leadership development and supervisory training programs.	Executive Director HR Director	Leadership development and training programs are developed.	•	-----	Mar	-----	Annual		
[D.2] Develop annual staff capacity building plan including individual development plans for staff.	Executive Director HR Director	Annual staff capacity building plan is adopted.	•	Oct	Oct	Oct	Annual		

Goal: Marketing & Public Relations

<i>Strategic Objectives & Supporting Tactics</i>	<i>Individual(s) Assigned</i>	<i>Key Performance Indicator(s)</i>	<i>Benchmark</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>2022 Target</i>	<i>Frequency</i>	<i>Success Rate (% to goal)</i>	<i>YTD Progress</i>
[A] Launch print and digital ad campaign in surrounding counties to improve visibility and awareness.	Executive Director KHERW	Media impressions in target counties.	•	10K	20K	30K	Annual		
[B] Design and launch grassroots campaign to build community awareness of CAGI (yard signs, educate neighborhood organizations, have a presence at neighborhood activities, etc.).	Executive Director KHERW	# marketing materials dispersed	•	5K	10K	15K	Annual		
[C] Develop an ambassador program to recruit, train, and equip residents to represent CAGI in their local communities.	Executive Director KHERW	# ambassadors recruited	•	10	20	30	Annual		
[D] Intentionally seek opportunities to connect, inform and partner with other community organizations.	Executive Director KHERW	# interactions and connections with community organizations	•	50	100	150	Annual		
[E] Rebrand CAGI programs and services.	Executive Director KHERW	Programs are rebranded with new titles and sub-logos.	•	Oct	-----	-----	Annual		

COMMUNITY GOALS

Goal: Create safe, quality affordable housing.

<i>Strategic Objectives & Supporting Tactics</i>	<i>Individual(s) Assigned</i>	<i>Key Performance Indicator(s)</i>	<i>Benchmark</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>2022 Target</i>	<i>Frequency</i>	<i>Success Rate (% to goal)</i>	<i>YTD Progress</i>
[A] Maintain current affordable housing properties and units.	Housing Director	CNPI 4b : # safe and affordable housing units maintained and/or improved through WAP or other rehabilitation efforts in the identified community.	362 units	362 units	362 units	362 units	Annual		

Assigned Program: Senior & Multifamily Housing

Goal: Create safe, quality affordable housing.

<i>Strategic Objectives & Supporting Tactics</i>	<i>Individual(s) Assigned</i>	<i>Key Performance Indicator(s)</i>	<i>Benchmark</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>2022 Target</i>	<i>Frequency</i>	<i>Success Rate (% to goal)</i>	<i>YTD Progress</i>
[B] Explore feasibility of engaging in transitional housing projects.									
[B.1] Establish transitional housing exploratory committee.	Executive Director BOD	# committee meetings	•	-----	8	-----	Annual		
[B.2] Research transitional housing funding opportunities, best practices, and ongoing community efforts.	Exploratory Cmte.	Committee presents project scope to board of directors.	•	-----	-----	Jan	Annual		
[B.3] Create a project scope that includes necessary action steps, needed resources, and an implementation timetable.	Exploratory Cmte.								

Goal: Inspire and engage residents in co-building strong, thriving communities.

<i>Strategic Objectives & Supporting Tactics</i>	<i>Individual(s) Assigned</i>	<i>Key Performance Indicator(s)</i>	<i>Benchmark</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>2022 Target</i>	<i>Frequency</i>	<i>Success Rate (% to goal)</i>	<i>YTD Progress</i>
[A] Reduce violence in targeted unsafe neighborhoods experiencing a high rate of crime.									
[A.1] Create critical interventions in the lives of youth and young adults ages 18 - 25 who are at high-risk for involvement in violent crime.	Community Eng. & Leadership Dev. Director	CNPI 5z.4 Other: % of teen participants who do not engage in violent behavior in the past 12 months.	20	25	30	35	Annual		
[B] Provide critical support services to the elderly and their caregivers to promote independent living.	Foster Grandparent Director	CNPI 5z.2 Other : # elders who maintain independent living.	375	400	425	450	Annual		
[C] Invest in building the capacity of grassroots leaders. Mobilize these individuals to be a catalyst for positive change in their local communities.	Community Eng. & Leadership Dev. Director	CNPI 6 G2c: % increase of people participating in public hearings, policy forums, community planning, or other advisory boards related to the CSBG Eligible Entity's delivery of service and/or implementation of strategies to address conditions of poverty in the identified community.	•	25 ppl 50% increase	28 ppl 60% increase	31 ppl 70% increase	Annual		
Assigned Programs: Foster Grandparents, We CANN Program, Youth Enrichment Support Program (YES)									

FAMILY GOALS

Goal: Provide pathways to higher wage employment.

<i>Strategic Objectives & Supporting Tactics</i>	<i>Individual(s) Assigned</i>	<i>Key Performance Indicator(s)</i>	<i>Benchmark</i>	<i>2020 Target</i>	<i>2021 Target</i>	<i>2022 Target</i>	<i>Frequency</i>	<i>Success Rate (% to goal)</i>	<i>YTD Progress</i>
[A] Perform workforce gap assessment for counties located within CAGI service footprint.									
[A.1] Research demands of current job market and project workforce trends over the next five to ten years.	Workforce Taskforce	Gap assessment is presented to board of directors.	●	-----	Jan	-----	Annual		
[A.2] Create in-demand jobs inventory including position types, average annual salary, projected available jobs per position, and required education and technical certification.	Workforce Taskforce								
[A.3] Inventory workforce training, technical certification, and work readiness programs available in the community.	Workforce Taskforce								
[B] Analyze results of workforce gap assessment to ascertain most appropriate avenues for CAGI engagement and response.	Workforce Taskforce	Develop and implement career-advancement program model.	●	-----	Aug	-----	Annual		
[C] Serve as bridge between CAGI customers and partner employers.									
[C.1] Develop assessment tool to determine career interests, current skill level and expertise, past work experience, and existing obstacles to employment (personal and environmental).	Workforce Dev. Manager	FNPI 1h: # of employed participants in a career-advancement related program who entered or transitioned into a position that provided increased income and/or benefits.	●	-----	-----	12	Annual		
[C.2] Create employer partnerships to create jobs pipeline for CAGI customers.	Workforce Dev. Manager								
[C.3] Link CAGI customers to higher learning opportunities and grant programs such as Next Level Indiana Jobs.	Workforce Dev. Manager	FNPI 1e : # of unemployed adults who obtained employment (with a living wage or higher).	●	-----	-----	13	Annual		
[C.4] Hire employment navigators to guide CAGI customers through the work readiness and job placement process.	Workforce Dev. Manager								
Assigned Programs: Case Management, Ready 2 Work Initiative									

Goal: Provide supportive services to prevent households from becoming homeless.

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[A] Provide immediate short-term rental assistance and referrals to prevent evictions.	Client Services Manager	FNPI 4e: # of households who avoided eviction.	300	300	300	300	Annual		
[B] Engage short-term rental assistance recipients in longer-term financial stability education programs.									
[B.1] Redesign service delivery model to create a tiered assistance structure that provides up to three months of rental assistance provided the recipient participate in STAR program.	Client Services Manager	New service delivery model is established.	•	Sep	-----	-----	Annual		
[B.2] Create landlord partnership program to require tenants participating in rental assistance program to participate in financial wellness classes.	Client Services Manager	# landlords participating in program	•	-----	20	40	Annual		
[C] Put families on path to home ownership.									
[C.1] Form a Home Ownership Community Collective - bringing lenders, developers, real estate agents, and community organizations to the table to form a common agenda of change to help people with low incomes achieve home ownership.	Client Services Manager	# partnerships	•	-----	10	20	Annual		
[C.2] Refresh home ownership curriculum to reflect current mortgage lending practices and policies, credit repair, budgeting and saving, etc.	Client Services Manager	FNPI 3e : # of individuals who used their savings to purchase an asset.	•	-----	15	15	Annual		
[C.3] Provide supportive services and connect families to community resources and programs to overcome common challenges to home ownership such as poor credit score, limited work history, lack of sufficient income, etc.	Client Services Manager	FNPI 3e.1 Of the above, the number of individuals who purchased a home.	•	-----	2	3	Annual		
Assigned Programs: Case Management, Financial Wellness Program, Foreclosure Prevention Program, Homebuyer Education Program, Individual Development Accounts Program									

Goal: Launch S.T.A.R. (Striving to Achieve Results) program to transition families from poverty to financial stability.

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[A] Create an internal tracking system encompassing all of CAGI programs to link participants to all available resources and track participation across all programs.	Client Services Manager	FNPI 3h: # of individuals engaged with the Community Action Agency who report improved financial well-being.	●	20	40	60	Annual		
[B] Establish participant criteria and develop a screening tool.	Client Services Manager								
[C] Develop new three year upward mobility service delivery model to successfully transition participants to financial stability through a step by step approach.	Client Services Manager								
[D] Ensure internal programs and staff are fully engaged and leveraging resources for the benefit of participants.	Client Services Manager								
[E] Establish partnerships with local non-profits, faith based organizations, and service providers engaged in anti-poverty measures and programming.	Client Services Manager								

Goal: Provide safety net to meet basic needs of individuals and families.

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[A] Develop bundled services model centered around success of the Mobile Pantry program.									
[A.1] Create a "one stop shop" service model that provides multiple services to customers participating in the Mobile Pantry program.	Client Services Manager	FNPI 7a: # of individuals who achieved one or more outcomes as identified by the National Performance Indicators in various domains.	●	150	300	450	Annual		
[A.2] Research and identify community partners to integrate into Mobile Pantry experience.	Client Services Manager								
[A.3] Centralize the internal customer intake process to create one point of entry.	Client Services Manager								