



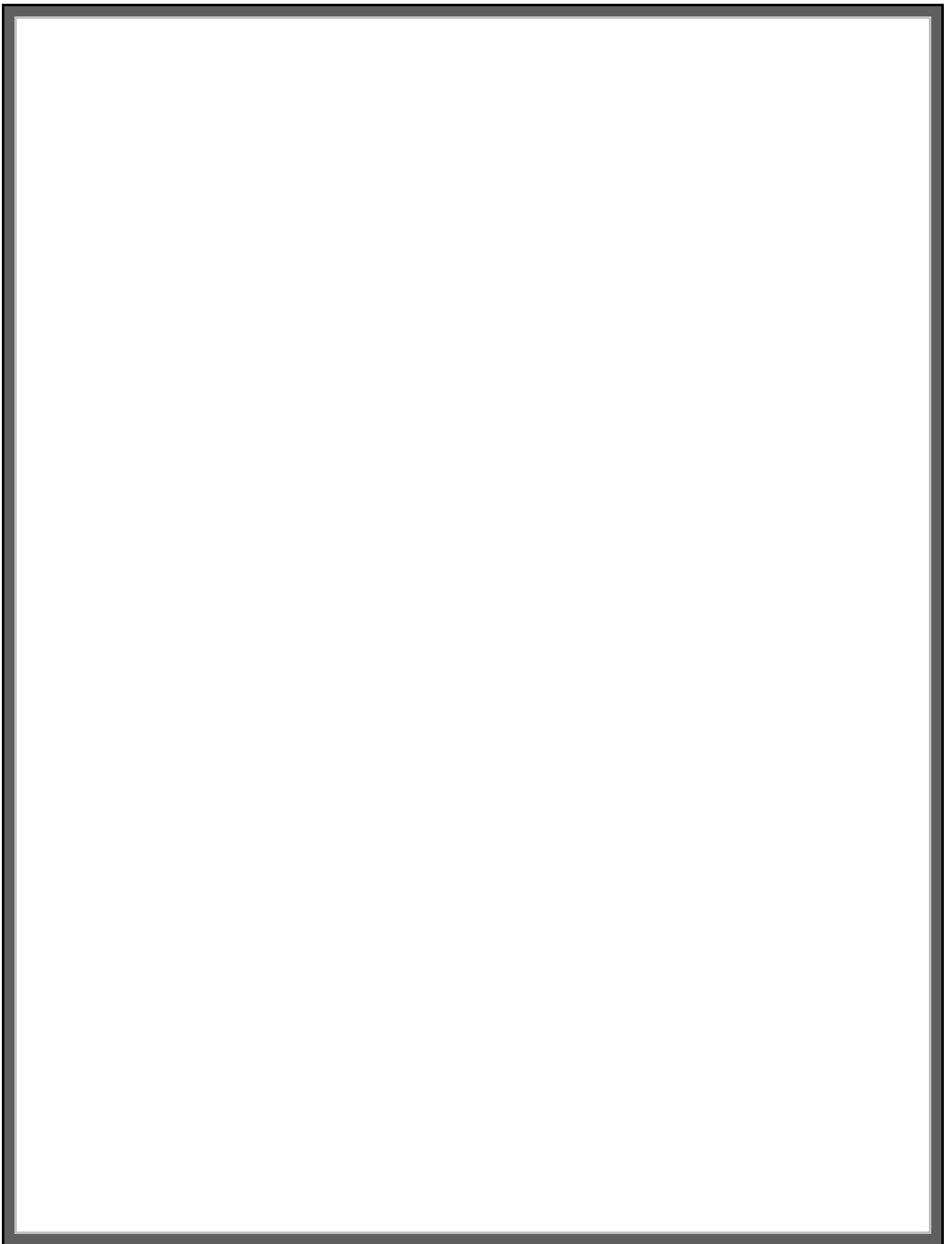
Schenectady Community  
Action Program

*Creating Opportunity in Partnership*

# Strategic Plan 2017 – 2022

Approved by Board of Directors

November 15, 2017



## Table of Contents

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I. Executive Summary .....	1
II. Community Needs Assessment .....	1
III. Strategic Plan 2011 – 16 Outcomes Reporting .....	9
IV. Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT) ...	10
V. Staff Survey .....	11
VI. Partner Survey .....	13
VII. Agency Core Values .....	14
VIII. Mission Statement .....	15
IX. Vision Statement .....	16
X. Focus Areas, Outcomes and Goals .....	17
XI. Work Plan .....	20
XII. Financial Projections and Analysis .....	21
XIII. Critical Success Factors .....	21
XIV. Status Reports and Governance Review of Outcomes .....	22

## Appendices

**Addendum A** – 2016 Updated Community Needs Assessment & 2015 Focus Groups

**Addendum B** – MOS (Matrix of Services) Report

**Addendum C** – SWOT (Strengths, Weaknesses, Opportunities and Threats) Analyses

**Addendum D** – Staff Survey and September 7, 2017 Status Update

**Addendum E** – Partner Survey

**Addendum F** – Work Plan (by June 30, 2018)

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*Strategic Plan 2017 – 2022*

I. **Executive Summary** – The Schenectady Community Action Program (SCAP) has been engaged in strategic planning for the last sixteen (16) months. SCAP believes that an invested constituency will produce the best plan possible and SCAP has prioritized the collection of information from our key stakeholders: staff, board of directors, policy council, partners, and the customers and community we serve. This document is the culmination of months of review of collected data and outlines the process, areas of focus, outcomes and goals. It considers customer satisfaction and incorporates stakeholder input obtained through SCAP’s Community Needs Assessment process, including focus groups, an online survey and a survey conducted by Schenectady County’s Department of Social Services. We believe this plan is our best effort at mapping how SCAP will strategically focus our work to ensure that people of all ages move out of poverty.

II. **Community Needs Assessment** – Every three years SCAP conducts a comprehensive Community Needs Assessment (CNA). The CNA looks at demographics and other statistical data for Schenectady County; reviews assessments conducted by various groups in areas pertinent to SCAP’s mission, such as housing, health, employment, early childhood and day care; conducts focus groups with agency customers and partners; and compiles a list of recommendations to address the needs of the community related to SCAP’s mission. SCAP uses this information to identify trends, shifts in poverty, and to gain a more thorough understanding of the needs of low income residents. The following is excerpted from the 2015 CNA and 2016 Update:

**2016 CNA Update:**

In 2016, with the assistance of VISTA (Volunteers in Service to America) members, Schenectady County’s Department of Social Services conducted surveys with 139 customers:

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*Strategic Plan 2017 – 2022*

- Food Pantries (23.5%) and SCAP (21.6%) were identified as the most helpful resources in Schenectady County from a list of 8 choices.
- From the following list of choices – child care, crime, food access, housing, mental health services, transportation and other – housing (25.2%) and crime (23.4%) were identified as the top concerns in the community. The third highest ranking concern was transportation (13.2%), closely followed by child care (12.6%), then mental health services (10.2%) and food access (9.9%).

**2015 CNA:**

**Focus Groups:** A series of focus groups were conducted with Agency customers to discuss their perspectives on their needs as well as overall community needs. Six focus groups were conducted at various SCAP locations and involved diverse groups of SCAP customers and community members. One focus group was held at Sojourn House; one was held at Bigelow Avenue Early Learning Center, and included Policy Council members; one was held at Bellevue Early Learning Center; and three were held at SCAP’s Family Resource Center. Each focus group was asked four questions:

1. What does a healthy community look like?
2. Define poverty?
3. What does poverty look like in Schenectady?
4. What services can SCAP offer to help the community?

For purposes of the Strategic Plan, SCAP paid particular attention to question #4.

**What services can SCAP offer to help the community?**

Participants had positive comments about SCAP and the services that we are currently providing to the community. Several participants were unaware of SCAP’s services and it was

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*Strategic Plan 2017 – 2022*

recommended that SCAP provide additional community outreach. Participants requested more assistance with accessing “legit” landlords, expanding child care assistance, and more resources, including transportation, security deposits, more permanent housing opportunities, etc. In addition, participants suggested SCAP take a leading role in neighborhood associations, activities and education.

Specific recommendations for Career Readiness were additional funding for child care, gas cards and clothing vouchers for students. Participants would like to see an expansion of child care for older children. They would also like an opportunity to network amongst each other for strategies and resources. Participants expressed the need for services for immigrants, specifically women from other cultures that have never worked. Additionally, many do not speak English so having a mentor to advise them on how to do things (navigate systems) was suggested.

**Online Survey:** There were 95 online surveys completed by staff, customers and community members. Respondents were asked nine (9) questions. Excerpts from those questions are listed below.

**Question 1: What positive things are being done in Schenectady County?**

There were a number of answers favorably listing SCAP’s programs. Other answers included summer lunches, more family activities, camp programs, and improvements in downtown.

**Question 2: What do you think is the community's biggest need?**

The top six (6) answers were:

- Safe, affordable housing - 26.25%
- Safety/crime prevention – 23.75%
- Economic development – 8.75%
- Childcare services – 6.25%
- Family counseling services – 6.25%
- Nutrition/hunger services – 5.00%

**Question 3: In your opinion, what do you feel are the greatest needs in early childhood education/child care for Schenectady County Residents? What can SCAP's Early Learning Program do to help?**

- Just more classes so more children can enjoy the programs.
- Fathers in their children's lives.
- Greatest need is continue to have the Early Head Start program. It allows residents to find and gain employment and teach your child at the same time. SCAP can continue helping by just doing what you're doing; the program works great.
- Transportation.
- The greatest need is a continuum of quality, comprehensive child development and education services available for all children, from birth through age eight. SCAP's Early Learning Centers should continue to work towards ensuring low-income families have access to such a continuum.
- More affordable quality child care.
- More extended day and year classrooms. Many of our parents work and this will help with child care and school readiness.
- Re-examine the existing child care subsidy model.
- Stopping young kids from having kids.
- Provide more learning centers near Hamilton Hill, Vale and Mont Pleasant neighborhoods.
- Have more outreach and teaching programs.
- More slots for 3 year olds.
- Earlier gang prevention, after-school programs for at-risk youth.
- Continue to offer summer programming for children.
- Mental health, behavioral supports and parenting skills.
- Need more financial assistance.
- Health care while at school; parent education.
- I feel the children with special needs need more early intervention. SCAP should develop more programs.
- I see an immediate need for second and third shift daycare services, including weekends for those parents who don't have regular hours of employment. This is very prevalent due to the type of work in this area (retail/service, etc.).

**Question 4: In your opinion, what do you see as the greatest needs in housing and related services for Schenectady County Residents? What can SCAP's Housing & Community Services do to help?**

- More affordable housing and better maintained housing; some rented properties need better maintenance.
- Cost of housing, finding one.
- Safe places to live that people can afford. Buy abandoned places and fix them up for families to rent.

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*Strategic Plan 2017 – 2022*

- Too many abandoned homes within the neighborhood. They need to be torn down and rebuilt. Programs should be set up to give the parents who are working towards [owning a] home a little help.
- Transportation.
- Needs for housing can be to have a clean and safe community. SCAP can have volunteers watching the community to make sure the streets are safe.
- More available space for large families; affordable housing.
- Help those in need find placement and continue to help them stay in a home.
- Prevent evictions. Need better enforcement on what an acceptable apartment is for a person. Better code enforcement. SCAP can encourage people to vote in elections.
- Helping homeless families with permanent housing.
- Safety, continue to advocate and provide landlord tenant training.
- There is a large stock of "unacceptable" housing, especially in the City of Schenectady. Housing and Community Services can encourage SCAP customers to report health and safety issues to the proper authorities. They can also advocate for their customers and lobby city officials for improvement.
- People cannot afford to pay their rent due to lack of work or lack of income. Families need more budgeting information.
- National Grid, paying for rent and child care, teaches people of the community to budget and plan their income to stabilize housing.
- We need better landlords.
- Find better quality property management.
- The greatest needs in housing and related services are safety. The safety of the quality of the home and the safety of the environment outside the home. I know that Weatherization and code enforcement can play a huge part, but public safety and landlords also need to be on the same page as well.
- Every human being deserves to rest their head every night, there is no reason that people should be scared because they don't have a home or food, this system is flawed and they make people who have no job unworthy but actually a job has no value on human life.
- Better inspection on apartments and landlords.
- More beds for shelters.
- Find families jobs.
- Frequent tenant and landlord trainings would be helpful. People in the community are not aware of their rights and responsibilities, and landlords are often unaware of theirs as well. By getting the community more involved, this will help decrease the eviction rates and improve overall stability within the community. Additionally, community centers throughout the city providing a variety of structured activities for youth and adults; seeking out grant programs and partnering with other community service providers to create programming that is supportive, effective, and stabilizing.
- More housing that accepts DSS/Section 8.
- Fewer rentals, more home ownership.



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*Strategic Plan 2017 – 2022*

- Lower taxes - cleanup run-down buildings and make improvements to beautify the neighborhoods.
- Repairs and upgrading; SCAP can help by providing materials so people can fix up their homes.
- More affordable housing in different areas. SCAP can advocate for more affordable housing... SCAP should receive more funding to do this.
- Programs that educate the community on employment so they don't have to rely on the system for housing. SCAP can help by assisting people who can't read and write and employment services.
- Need shelters for single fathers, education for life skills to create better living environments. SCAP can help by providing Life Coaching Empowerment groups. SCAP can educate the community on how to deal with and properly report social and policing issues. SCAP can provide [support] as mediator/advocate between the police and the community.

**Question 5: What do you see are as greatest needs in employment services for Schenectady County Residents? What can SCAP's Employment Services do to help?**

- We need more jobs for people to apply for. More businesses to hire more people. SCAP can hire more job trainers.
- More child-care services.
- Schenectady County residents need help locating employment in this area that does not require higher education or the need for a vehicle. The population SCAP serves needs assistance with job applications.
- More job fairs with wider variety of employment. Reach out to more employers.
- Computer access.
- Open house for employment; flexible training programs.
- Training programs.
- As economic revitalization efforts continue, the greatest need in employment services will be to ensure that the community's low-income, at-risk, unemployed, under-employed and hard-to-serve residents are able to take part in the economic revitalization that is taking place. SCAP's employment services should continue efforts to expand career pathways available to this target population.
- Affordable education and perhaps scholarships to help low income people attend college. SCAP's employment services can guide students into programs that will get them the education they are seeking and continue to teach them the proper way to "hold" a job.
- Help Schenectady residents with completing their GED's and preparing them for full time employment.
- Training for [a] job that pays a living wage.
- Many residents lack basic job readiness skills and do not know how to assess their interests/general skills to find an appropriate job match. Basic computer skills are also lacking in many cases. SCAP ES can offer short (one day?) assessment workshops and computer training workshops in addition to their Career Readiness classes.

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*Strategic Plan 2017 – 2022*

- This class has been a huge help with brushing up on my skills and abilities. Being able to receive the scholarship funding for the CNA/PCA/HHHA is a great help to those who don't have access to scholarships, loans, and/or grants.
- Getting to and from work. When [a] person is on assistance they should have access to use the bus in order to get to their interview.
- Assistance with resumes for all community residents and assistance with bus passes so people can keep their jobs and child care.
- Transportation to employers. Example, Glendale Nursing Home is a huge employer and there is no transportation. Considering our HPOG program and Glendale is one of the biggest employers for those graduating from that program.
- Offer additional training programs such as learning a trade that is currently not offered.
- Alignment of jobs with neighborhoods for greater accessibility, workforce supports such as day care subsidies, transportation and housing linked to jobs; SCAP can be an expanded service provider as well as provide leadership for these initiatives.
- Must work more with local businesses to find [out] their needs.
- How to do a resume, interviewing, employment etiquette.
- More vocational options after career readiness classes.
- Transportation and affordable child care.
- Support services to overcome barriers - transportation/child care/education.
- There should be a walk-in service for short term needs like resume updating.
- Better training for bosses/those in authority on "differently abled employees." SCAP can educate/partner with other organizations on educating the employers on how to do this.

**Question 6: Health Care is a problem in this area because ... (respondents were asked to pick 3 from a list - top eight (8) answers):**

- Lack of transportation – 44.87%
- Waiting list for dental services – 43.59%
- Lack of income to pay for prescriptions – 39.74%
- Doctors will not accept Medicaid – 38.46%
- Existing health conditions – 33.33%
- Lack of income for medical emergencies – 30.77%
- Lack of resources for mental health treatment – 30.77%
- Lack of resources for alcohol or drug abuse treatment – 19.23%

Follow-up: On March 3, 2017 SCAP conducted a listening session specifically focused on health care barriers. In addition to the issues identified above, other prevalent issues that emerged were: providers unwilling to reschedule a missed appointment, providers not being able/willing to schedule multiple appointments on same day, providers not being flexible when late to an appointment.

*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2017 – 2022*

**Question 7: Housing is a problem in this area because ... (respondents were asked to choose 3 from a list – top nine (9) listed):**

- Cost of rent/security deposit – 78.21%
- Where housing is available, neighborhood conditions are not acceptable – 62.82%
- Affordable housing not available – 55.13%
- Housing size does not meet family needs – 38.46%
- Need repairs (roof, foundation, plumbing, etc.) – 37.18%
- Lack of temporary emergency housing – 29.49%
- Lack of shelters for emergency situations (domestic violence) – 17.95%
- Lack of shelters for emergency situations (natural disasters) – 15.38%
- Need weatherization – 12.82%

**Question 8: Nutrition is a problem in this area because ... (respondents were asked to choose 3 from a list – top seven (7) answers):**

- Food stamps run out before the end of month – 78.21%
- Not enough income to purchase food – 57.69%
- Lack of transportation to available grocers – 56.41%
- Lack of education in nutrition – 44.87%
- Lack of food – 29.49%
- Don't use resources available – 25.64%
- Alternative food resources not available (pantries) – 21.79%

**Question 9: Transportation is a problem in this area because ... (respondent were asked to choose 3 from a list – top seven (7) answers):**

- Cost of maintaining a car – 65.79%
- Cost of buying a car – 59.21%
- Lack of credit – 48.68%
- Cost of car repair – 38.16%
- Cost of gasoline – 35.53%
- Limited public transportation – 34.21%
- Lack of help in learning to drive or getting a license – 30.26%

The Community Needs Assessment was presented and reviewed by the Board of Directors at a series of meetings, then approved by the Board of Directors on September 15, 2015. The 2016 Update was completed in December 2016.

In preparation for strategic planning the Executive Leadership Team reviewed the CNA

*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2017 – 2022*

(and Update) again on February 14, 2017. The Management Team reviewed the CNA on March 8, 2017. The purpose was to ensure the team had the latest information on the needs of low income residents prior to reviewing SCAP’s mission and vision statements. The updated 2016 CNA and the 2015 Focus Group information is included as Addendum A.

A Matrix of Services (MOS) Report was completed on September 1, 2017 and is included in this report as Addendum B. The MOS Report outlines SCAP’s response to each of the findings and recommendations in the Community Needs Assessment as updated in December 2016. The next full Community Needs Assessment will be conducted in 2018.

**III. Strategic Plan 2011 – 16 Outcomes Reporting** – The Executive Director completed status reports on strategic plan outcomes throughout the plan period. Status reports were also posted on SCAP’s website at [www.scapny.org/publications](http://www.scapny.org/publications).

2011 – 2013	November 20, 2013	Board of Directors
2014	November 19, 2014	Board of Directors
2015	January 2, 2016	Policy Council
	February 10 and February 24, 2016	Staff
	February 17, 2016	Board of Directors

As the period of the plan was near completion, the Executive Director presented on the results of the overall plan including goals, strengths and challenges of SCAP and recommendations for future planning periods.

January 18, 2017	Staff
February 15, 2017	Board of Directors
February 28, 2017	Head Start Policy Council

**IV. Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)** – On November 22, 2016 the Executive Director sent the Board of Directors a survey asking them to describe SCAP’s top 5 strengths, weaknesses, market opportunities and threats. The results were collected and presented to the Board for discussion on February 15, 2017. There were no surprises in the responses related to threats and weaknesses in services and the survey consistently demonstrated the Board’s interest in expanding SCAP’s programming outside the City of Schenectady in response to changing demographics. Improving the community’s knowledge of SCAP throughout SCAP’s entire service area was also a consistent message. Other notable recommendations included: a deeper relationship with the University at Albany, expanding early learning services, diversifying funding and identifying ways to expand relationships with businesses.

On December 14, 2016, the Executive Director sent the Management Team the survey. The Director of Early Learning Programs sent the survey to Policy Council members as well. The results were consolidated and presented to the Board of Directors on February 15, 2017. The Executive Leadership Team reviewed the results of the SWOT analysis at their planning session on February 8, 2017.

The Management Team reviewed the responses on March 8, 2017. The Management Team SWOT identified threats and weaknesses related to service provision that are commonly known by staff and governance members; however, they were able to highlight other areas of weakness and opportunities to improve on them. Most notable were opportunities for SCAP to attract and retain qualified staff by remaining competitive with wages and improving the cost of health care coverage to employees. SCAP Management also consistently recommended quality improvements, such as continuing to integrate mid-management and senior management,

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*Strategic Plan 2017 – 2022*

improving communication between senior managers and mid-managers, enhancing the implementation of Family Development principles of program planning and continuing to strengthen consistency in the application of policies throughout the agency. Managers are concerned with improving the collection of meaningful impact data and utilization of technology. Finally, there is widespread concern about the overburdening of management with increased Federal and State oversight focusing on compliance that directly reduces quality customer service due to the time burden. Connecting this to the improved use of technology was widely supported. New ways to recruit and target customers were also suggested.

The responses from the Policy Council were consistent with the Board of Directors in a number of ways, including recommending increased services in Early Learning Programs. Suggested opportunities included having more customers at the table (Peer Mentors), stronger parent/customer partnerships with SCAP and more volunteer opportunities in all areas of the organization.

Location of services, improved space and security were noted and was a common suggestion offered by Management, Policy Council and the Board of Directors. See Addendum C for consolidated SWOT results.

- V. Staff Survey** – On October 24, 2016 all staff were sent a survey in an *Inside SCAP* Message (via email) from the Executive Director. 17 employees, 13% of the workforce, responded to the survey with questions 1 and 5 receiving the most responses. The survey asked nine (9) questions (answers are consolidated):

**1. What were some of our most significant accomplishments over the past two years?**

*Answers:* collaboration with partners, early learning partnership with day care providers, rapid rehousing, Joseph Allen apartments, customer services, expansion of services, communications with families, 50<sup>th</sup> anniversary, and computer software updates.

*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2017 – 2022*

**2. What did we do best? Where and in what areas did we really excel? What brought results?**

*Answers:* stream lining services, more comprehensive services, community engagement, expansion of services, SCAP 101, bring in additional funding, off-site locations, partnerships, graduation and retention rates in Employment Services, homeless programs, excellent pre-school programs.

**3. What didn't work, was least effective, or did not have the desired impact?**

*Answers:* removing transportation from Head Start, CAP 60, hiring new staff, spread thin, orientation of new staff, rapid expansion needs refining of new services.

**4. What trends did we experience this year (i.e. customer, business, staff)?**

*Answers:* staff turnover, improved customer communication, increased accountability, increased numbers in poverty, utility issues for customers, and increase in homeless parents.

**5. What opportunities do you see ahead to help grow, strengthen, and improve the organization?**

*Answers:* maximize space better, be part of every community event, expand community resource navigation, higher education services, partnerships with local colleges, expand integrated special education classrooms/self-contained rooms, more housing opportunities, all residents should know who we are, refine and strengthen recent growth, full staffing, more unity as an organization.

**6. Where do you feel a sense of urgency for SCAP to make a change, do better, or do differently?**

*Answers:* waiting room make-over, increased wages, additional help in front end, retention of staff, improved staff morale, additional funding for customer rent subsidies.

**7. Is there something in the Community Needs Assessment that, in your opinion, needs immediate attention?**

*Answers:* housing affordability, senior citizens, transportation.

**8. Is there something in the Community Needs Assessment that, in your opinion, needs long-term attention?**

*Answer:* displaced children living in shelters, foster care, childcare assistance, safe and affordable housing with landlords maintaining livable residences, improved mental health services, increase in senior citizens with baby boomer generation, more community awareness of ELP.

**9. Do you suggest any changes to SCAP's mission statement or vision statement? If so, please explain.**

*Answers:* nearly all who responded like SCAP's mission statement as is; one respondent suggested new wording to shorten mission statement and update language.

*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2017 – 2022*

On September 7, 2017 the Executive Director sent an update on the Strategic Plan in a memo attached to an *Inside SCAP* message (via email). The memo outlined progress to date on developing focus areas, outcomes statements and goals. The Executive Director encouraged staff to share their thoughts with her directly. The Staff Survey and September 7, 2017 Status Update to staff are attached as Addendum D.

**VI. Partner Survey** – SCAP’s mission statement, core values, and Community Services Block Grant (CSBG) and Head Start/Early Head Start Child Care Partnership funding encourage broad connections with partners. SCAP developed a partner survey, drafted by the Executive Leadership Team on June 3, 2016 and amended by the Board of Directors on February 22, 2017. The Partner Survey was sent to twenty (20) of SCAP’s closest partners. The survey is attached as Addendum E. The partner survey identified a number of strengths of SCAP:

- Highly aware of community needs
- Leader in early childhood education
- Leader in work preparation, employment and job training
- Successful neighborhood programs, focus on healthcare
- Promotes collaboration
- Great job of engaging individuals
- Increasing the availability of navigation services

The partner survey also identified areas of improvement for SCAP:

- Important that process not be prioritized over people
- Communication of overarching goals

In addition, partner respondents commented on opportunities for growth, things SCAP should do more of moving forward, and particular areas that SCAP should focus on based on the

Community Needs Assessment:

- SCAP could have more presence at the Chamber of Commerce
- The Community needs better integration of workforce programs
- Growth of early childhood education and after-school programs



*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2017 – 2022*

Finally, SCAP asked, “What can SCAP do to optimize the relationship with your Agency”?

- Continue to provide support and leadership in human services field
- Continue to support local needs
- Provide better opportunities to understand the broad array of services and how they are integrated
- Help understanding where SCAP is going directionally

The Board of Directors reviewed the partner recommendations on June 21, 2017. The Executive Team reviewed the partner recommendations on August 3, 2017.

**VII. Agency Core Values** – On February 14, 2017 the Executive Team reviewed the core values of the organization and examined their impact on the vision statement. The team recommended updates to the core values seeking to eliminate buzz words and further clarify them for staff, customers, and the general public. A draft list was developed to be shared with the agency staff and management team:

- Partnership
- Respect
- Community engagement
- Capacity building
- Integrity
- Communication
- Good stewardship
- Empowerment
- Leadership
- Diversity
- Innovation
- Results oriented

On March 8, 2017, the Executive Leadership Team met with the Agency Management Team to review the core values. The Team had a number of questions and comments related to the core values:

1. **Diversity** – the team discussed whether this is defined as staff diversity, advocating for diversity or diversity of funding and services provided. The group determined that the

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*Strategic Plan 2017 – 2022*

agency core value of diversity expresses the organization’s commitment to diverse constituencies that have a voice in SCAP, including staff, customers, governance or partners, realizing that this brings the most value to SCAP in terms of serving the community.

2. **Results oriented** – the team discussed whether this replaced the existing core value of “effectiveness”, and discussed the requirements of results oriented management and accountability (ROMA) as defined by CSBG statutes, concluding that SCAP is committed to showing results in its services without reducing the emphasis on people and ensuring that systems are in place to reduce this burden.

**VIII. Mission Statement** – The Executive Leadership Team met on February 14, 2017 and discussed the mission statement, developing recommendations for review by the Management Team, who met to review them on March 8, 2017. The following recommendations were drafted.

- SCAP develops and implements lasting solutions to poverty [tagline] by empowering people in their efforts to become self-reliant, creating opportunity in partnership for an improved community.
- SCAP identifies, mobilizes and administers solutions to poverty for people of all ages in Schenectady County and surrounding communities.
- SCAP will empower people to meet their need for self-reliance and partner to provide opportunities for people in poverty to reach their goals.
- SCAP will work with those affected and the community to end poverty.
- SCAP will alleviate the causes and effects of poverty by assisting people to meet their basic needs, including housing, education and employment, while supporting their efforts to become self-reliant.

The Management Team met on March 8, 2017 and reviewed the mission statements with no substantive changes noted. The Executive Director recommended the drafted options to the Board of Directors on March 15, 2017. The Board of Directors developed the following Mission Statement from the recommendations:

**In partnership with the community, SCAP develops and implements  
lasting solutions for people of all ages to move out of poverty.**

*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2017 – 2022*

The Mission Statement was sent to all staff in an **Inside SCAP** message from the Executive Director on March 30, 2017. Staff were asked to comment and/or make recommendations on the proposed mission statement. On May 17, 2017 the Board of Directors approved the Mission Statement as written.

**IX. Vision Statement** – The Executive Leadership Team met on February 14, 2017 and developed the following vision statement:

SCAP envisions a community without poverty where everyone(s):

- has safe and affordable housing,
- has access to quality education,
- seeking employment can earn a livable wage,
- health and wellness is a priority,
- is treated with dignity and respect.

On March 8, 2017 the Management Team reviewed the proposed vision statement and suggested that the statement about “access to quality education” might be adjusted. The following changes were made:

SCAP envisions a community without poverty where everyone(s):

- has safe and affordable housing,
- has quality education and learning experiences,
- seeking employment can earn a livable wage,
- health, wellness and safety is a priority,
- feels connected and invested in the community,
- is treated with dignity and respect.

On May 17, 2017, after reviewing the vision statement initially on March 22, 2017 and seeing no additional recommended changes, the Board of Directors approved the vision statement,

with minor changes to create a better flow:

**SCAP envisions a community without poverty where everyone’s health, wellness and safety is a priority and where everyone:**

**has safe and affordable housing;**

**has quality education and learning experiences;**

**seeking employment can earn a livable wage;**

**is treated with dignity and respect; and**

**feels invested in and connected to the community.**

- X. Focus Areas, Outcomes and Goals** – The Executive Leadership Team met in a series of meetings to discuss focus areas, outcomes statements and goals to recommend to the Board of Directors. These meetings were held on February 8, 2017; February 14, 2017; August 2, 2017; August 9, 2017; August 24, 2017; and September 12, 2017. The full range of input collected and work completed to date was reviewed and considered. The plan’s agency-level focus areas and goals were structured to drive development of a Work Plan with the potential to effect family, agency and community level outcomes. In alignment with SCAP’s mission and vision statements, achievement of **integration, service expansion** and **facility/space** goals will increase SCAP’s capacity to address the reduction of poverty and empowerment of people with low incomes. **Community engagement** strategies will actively support the revitalization of our low-income neighborhoods. The incorporation of **assessment, evaluation and quality improvement** strategies ensures full implementation of the ROMA cycle. The full agency Management Team met on March 8, 2017 and October 11, 2017 to review the focus areas, outcomes and goals established.

On September 20, 2017 the Board of Directors began their review of the focus areas, outcomes and goals. This process continued through the October 18, 2017 board meeting.

*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2017 – 2022*

The following **Focus Areas, Outcome Statements** and agency-level **Goals** were developed:

**1. Focus Area - INTEGRATION**

**Outcome Statement: SCAP has a service continuum that reduces duplication of effort on behalf of customers and creates staff and system efficiencies.**

Program Goals:

- Program leadership will develop and implement coordinated systems that result in fully integrated services.
- Agency and program leadership will develop and implement coordinated systems that result in fully integrated external systems and services.

Operational Goals:

- SCAP will develop strategic human resource systems to address identified organizational needs such as diversity, professional development, recruiting, turnover reduction, hiring process, etc.
- SCAP will develop enhanced purchasing system that streamlines processes, reduces duplication of effort, increases accountability/control and builds on available technology.
- SCAP will strengthen and continue to centralize IT systems and operations.
- SCAP will engage in branding, marketing, public relations and community education activities that reduce the stigma of poverty, support advocacy efforts, expand resources and align internal/external communications.

**2. Focus Area - COMMUNITY ENGAGEMENT**

**Outcome Statement: SCAP develops and shares expertise through participation in community initiatives fostering best practices, identifying growth opportunities, expanding relationships & improving services.**

Goals:

- SCAP will work with partners to rebrand/lead and actively participate in Bigelow Corners.
- SCAP will implement a Poverty 101 orientation training tool for internal and external use to eliminate stigma, educate the community/partners/staff about poverty and utilize as an advocacy tool.
- SCAP will provide leadership and engagement on the HSPB (Homeless Services Planning Board) and committees to implement the community plan to address homelessness.
- SCAP will work to contribute to, support and implement a community mental health strategy/system to better align resources for mental health.
- SCAP will brand presentation tools for consistent messaging for internal/external use.

*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2017 – 2022*

- SCAP will engage in relevant local, state and federal task forces/committees (SOAR, NYSCAA, Early Learning Council, WIOA, ELI, CCAP, CAPLAW, WIB, NCAF, etc.) designed to address community needs.
- SCAP will engage with the community to serve emerging needs identified in the CNA, ensuring that services are not duplicated.
- SCAP will work to contribute to, support and implement a community health strategy/system to better align resources for healthcare, and increase utilization of preventive care services while contributing to the improvement of overall community health.
- SCAP will lead and grow initiatives to respond to employer needs (ERN) by increasing retention, reducing turnover and creating employment pathways for low income people.
- SCAP will create/evaluate strategies to rebrand the Community Crisis Network (CCN, Family Resource Network - FRN, CS, and Community Resource Network-CRN).
- SCAP will create/evaluate strategies to rebrand Employment Programs (DHP, etc.).
- SCAP will work with the community to support the development of safe neighborhoods and quality affordable housing.

**3. Focus Area - SERVICE EXPANSION/SUSTAINABILITY**

**Outcome Statement: SCAP expands resources when a gap exists through supporting community initiatives and/or establishment of new or expanded services. SCAP maintains and develops resources to preserve essential community supports, while refining existing approaches or strategies.**

**Expansion Goals:**

- An intentional footprint will be utilized to address areas of need throughout SCAP's service area.
- SCAP will address service gaps identified in the CNA and, if appropriate, implement new or expanded services to meet needs, concurrent with community engagement strategies.
- SCAP will build discretionary funding resources.

**Sustainability Goals:**

- Strategic and intentional Administrative/Program/QA systems will be aligned with local, state and national strategies, policies and funding streams.
- SCAP will strategically identify and utilize professional affiliations and networks to expand connectivity.
- SCAP will discover emerging community engagement strategies and new innovations (Local up, National down).

**4. Focus Area - ASSESSMENT, EVALUATION & QUALITY IMPROVEMENT**

**Outcome Statement: SCAP implements comprehensive systems to guide internal & external efforts.**

Goals:

- Assessment of compliance requirements will ensure alignment with the Agency’s strategic plan.
- SCAP will identify common measurements that incorporate Agency data as a whole and allow data driven decisions.
- SCAP will refine program level data collection to determine how data collected can address needs of Agency/improve efficiency.
- SCAP will implement systems that meet and align with national, state and local standards and best practices.
- SCAP will evaluate results and implement a proactive response.
- SCAP will evaluate efforts to ensure meaningful return on investment of time and energy.

**5. Focus Area - FACILITIES/SPACE**

**Outcome Statement: SCAP is ideally located to meet community and agency needs on both a short and long term basis.**

Goals:

- SCAP will analyze agency and community needs, resulting in a facilities plan aligned with strategic location distribution.
- SCAP will create and implement a Facilities Management Plan for all sites.
- SCAP will ensure uniform practices and consistent branding at all sites.
- SCAP will correlate the Facilities Management Plan with plans for integration.
- SCAP will correlate the Facilities Management Plan with agency IT infrastructure.
- SCAP will maximize partnerships when appropriate for space/facilities development, internally and externally.

After discussion and review at the September 20<sup>th</sup> and October 18<sup>th</sup> Board of Director’s meetings, the Board of Directors approved the focus areas, outcomes and goals on October 18, 2017.

**XI. Work Plan** – The SCAP Management Team met on October 26, 2017 to begin development of a Work Plan. The Work Plan will be completed by May 31, 2018 and will be submitted to the Board of Directors by the Executive Director. The Work Plan will be used to measure the effectiveness of SCAP’s Strategic Plan. Once finalized, the Work Plan will be shared with the

*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2017 – 2022*

Board of Directors and will be a fluid document to be amended as needed. The Executive Director will report at least annually on the status of the Strategic Plan implementation and the Board of Directors will analyze the effectiveness of their approved plan and adjust accordingly.

The implementation of the Work Plan is the responsibility of the Executive Director working with the Executive Team, Management Team and staff to ensure congruence with policies and procedures at SCAP.

**XII. Financial Projections and Analysis** – The Executive Director will direct Management to perform financial projections and analysis of costs to ensure allowability of costs associated with implementation based on cost principals where applicable and ensure alignment with the Board and Policy Council approved budgets. Cost efficiency will be a considering factor.

**XIII. Critical Success Factors** – For SCAP to be successful in reaching its goals as stated in the Strategic Plan, a number of external factors must be present. These include, but are not limited to, an interest by Federal and State governments to contract with the not for profit sector to perform critical community services. Given the current climate at the Federal level in which large cuts to funding for human services are projected, SCAP will need to amend its goals dependent on the availability of funding. While it is SCAP’s intent to diversify funding and seek sources beyond Federal and State governmental funding, this is dependent on the community’s ability to support such programming. Given the number of local organizations who are also diversifying, there will be limited resources available.

In addition to the critical financial component, SCAP depends heavily on human resources. For SCAP to be successful it must be able to recruit and retain the most qualified



*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2017 – 2022*

staff in the industry. Currently there are staff shortages in a number of critical areas, namely teachers and case managers. This is a consistent issue in human services in the Capital Region of New York and is expected to continue. For SCAP to be competitive, wages and benefits must compete. In addition, SCAP should continue to strive to be a place that people want to work. There are a number of goals in the plan that seek to address this.

**XIV. Status Reports and Governance Review of Outcomes** – Component Directors will be expected to report semi-annually on the success of their departments in working toward the goals in the Work Plan. Reports will begin as of June 2018. The Executive Director will create committees as needed to ensure agency-wide attention to the five focus areas of this plan. While daily tasks of staff are critical for success with customers, the five focus areas should be the focus of all high level activity and development of organizational initiatives. Reports generated by Directors will be used by the Executive Director and the Executive and Management Teams to address barriers to success.

The Executive Director will report annually, or more often as needed, to the Board of Directors on the status of reaching goals in the plan. The Board of Directors will use these reports to amend the strategic plan as necessary. In general, the Executive Director will report at the end of each fiscal year, starting with 2018 and continuing through the end of the plan period.

**Appendices**

- Addendum A – 2016 Updated Community Needs Assessment & 2015 Focus Groups
- Addendum B – MOS (Matrix of Services) Report
- Addendum C – SWOT (Strengths, Weaknesses, Opportunities and Threats) Analyses
- Addendum D – Staff Survey and September 7, 2017 status update
- Addendum E – Partner Survey
- Addendum F – Work Plan (by June 30, 2018)