



Schenectady Community  
Action Program

*Creating Opportunity in Partnership*

# Strategic Plan 2023 – 2028

May 2023

*Schenectady Community Action Program, Inc.*  
*Strategic Plan 2023 – 2028*

**Executive Summary** – Schenectady Community Action Program (SCAP) regularly conducts planning using a process known as Results Oriented Management & Accountability (ROMA). ROMA is a comprehensive performance-based management system developed by the Community Action Network widely used since 2001. ROMA incorporates the use of results into the operation of the Agency. The activities of ROMA include assessment, planning, implementation, review of results and evaluation of outcomes. These activities, incorporated into the regular operations of SCAP, prepare the organization for strategic planning which occurs every five years. Strategic planning is currently underway following the end of the plan dated 2017 – 2022.

The cycle begins with a comprehensive community needs assessment that SCAP conducts every three (3) years. The most recent was published November 2021. SCAP does an update each year to ensure current needs are reviewed.

Each year, outcomes and customer feedback are compiled into a *State of the Agency Report* presented to the Board of Directors and Staff by the Chief Executive Officer. The report includes results, challenges and next steps which are discussed in detail with governing groups. Action steps are fluid and course corrections take place as needed.

In September 2022 the strategic planning process began for a new five-year cycle. The planning phase culminated in this strategic plan approved by the Board of Directors on May 17, 2023.

## Results Oriented Management & Accountability (ROMA)



Mar 1, 2019 | Management & Operations, ROMA/ ROMA Next Gen

### I. Assessment

- A. Community Needs Assessment-SCAP’s management team and Board of Directors engaged in a series of discussions to evaluate the needs of Schenectady County and surrounding communities. In November 2021 the Board of Directors approved the final Schenectady Community Needs Assessment (CNA). The document is included in the appendices. The

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CNA includes a community overview, demographics, economic profile and poverty by age, gender, race & ethnicity. It includes information on housing and homelessness, early childhood, health and food insecurity and other community need indicators. Throughout the process of developing the CNA, the SCAP Board was engaged and reviewed and commented on various results with final approval of the CNA on November 16, 2021. The document was shared with the community through social media and SCAP’s website. The Board of Directors did a review on October 19, 2022 comparing the CNA key findings with SCAP’s makeup of programs and initiatives to ensure alignment.

- B. Review of Agency Data-On a quarterly basis the management team reviews service outcomes, including reports from CAP60 (SCAP’s Agency database), Homeless Management Information System (HMIS), Teaching Strategies GOLD (Early Learning child outcomes data) and Agency Outcomes Matrix (AOM). On an annual basis the results of these and a report on the strategic initiatives being undertaken are presented to the Board of Directors and Staff in a State of the Agency Report, by the CEO. Challenges and next steps are articulated and analyzed so that course corrections can be made.

**II. Planning**

- A. Mission and Vision Statements

The Mission and Vision Statements were amended in the previous five-year cycle in 2017.

Review of the mission and vision statements took place by management and Board of

Directors in a series of meetings on August 17, 2022, September 21, 2022, January 18, 2023,

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and February 15, 2023. On February 15, 2023, the Board of Directors approved the following with only minor amendments from the previous review in 2017.

Mission Statement

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

Vision Statement

*SCAP envisions a community without poverty 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,*

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

*has equitable access to health and wellness supports.*

B. SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

Staff, Board of Directors, and Policy Council answered the following questions:

1. Strengths: What does SCAP do best? What unique talent, knowledge, or resources do we have?
2. Weaknesses: What could we improve?
3. Opportunities: How can we turn our strengths into opportunities?
4. Threats: What obstacles do we face?

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34% of staff and 87% of the Board of Directors and Policy Council responded. Results were reviewed at meetings on 1/18/23 by the Management Team and 2/15/23 by the Board of Directors. The SWOT analysis results can be found in the appendices.

C. Partner Survey – 29 partners were invited to complete a partner survey asking the

following questions:

1. What are SCAP's strengths?
2. What areas of improvement would you suggest?
3. What should SCAP do more of?
4. What can SCAP do to optimize the relationship with you?
5. On a scale of 1 to 5 how would you rate SCAP's name recognition within the community?
6. On a scale of 1 to 5 how would you rate SCAP's communication with your agency?
7. How do you value SCAP's services on a scale of 1 to 5?
8. Anything else we should know?

34% of partners surveyed responded. Results were reviewed by the Board of Directors on February 15, 2023. The results of the survey can be found in the appendices.

D. Customer Feedback – SCAP requests customer feedback in many ways. The Community Needs Assessment includes information from a series of customer focus groups (see Schenectady Community Needs Assessment, 2021 in appendices). In addition, programs survey participants at various intervals. Questions vary depending on service and responses are used to inform services going forward as well as inform Governing Bodies (BOD and Policy Council) of customer feedback. A comprehensive Customer Feedback Report was prepared and reviewed by the Board of Directors on March 15, 2023. The report can be found in the appendices.

**III. Implementation**

SCAP carries out its mission through a comprehensive arrangement of services and initiatives. Attached in Appendices are SCAP’s Highlights 2022 and SCAP’s Services 2023 which outline the services and initiatives currently being employed.

**IV. Achievement of Results and Evaluation**

In July 2020 SCAP began implementation of an Agency-wide Outcomes Matrix (AOM). The AOM was created as part of a multi-year data infrastructure project at SCAP, with the goal of expanding and integrating collection and reporting capabilities of the agency. The development process included SCAP Agency and program administrators, as well as independent consultants with expertise in data protocols. At intake, customers provide a baseline status assessment in five domains: Job Skills, Employment, Housing, Child Care, and Health. Clients are also asked to estimate current household income. Economic mobility has been identified as the fundamental “north star” goal for SCAP services, and the other AOM domains are considered key drivers in moving that needle. The AOM is repeated every 6 months, and status changes are analyzed based on several client and service variables. This process allows SCAP to longitudinally track program impacts on customer status at an individual level. (*SCAP Outcome Matrix Years 1-2 Report July 1, 2020 – June 30, 2022, Ken Robins, Helgerson Solutions 2023*).

To ensure engagement by the Board of Directors in evaluation of key outcomes, the Board of Directors created the Evaluation and Quality Improvement Committee. The

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committee met on August 18, 2021 and November 16, 2021, with reports made to the Board of Directors to review results and evaluate the effectiveness of SCAP's programs.

The SCAP Integration Committee meets monthly to review protocols and results as well as to ensure effective use of CAP60, SCAP's Agency-wide database.

All Early Learning programs (SCAP Head Start, SCAP EHS-CCP, SCAP UPK) use Creative Curriculum, which is research-based and identifies goals in all areas of development: social-emotional, cognitive, language, physical, literacy, mathematics, science and technology, social studies, the arts, and English language acquisition. Teaching Strategies GOLD, which is directly linked to the Creative Curriculum, is used to assess developmental progress of children in our Early Learning programs. Teaching Strategies GOLD is grounded in 38 objectives that guide teachers throughout the assessment cycle. The objectives are research-based and include predictors of school success and are aligned with the Head Start Early Learning Outcomes Framework, Common Core State Standards, early learning standards for New York State, and the Office of Special Education Programs (OSEP).

Teaching Strategies GOLD also allows for individualized education plans to be established, monitored, and tracked throughout the school year. This provides for best practices in the classroom and assists with staff professional development. Children's developmental growth is assessed a minimum of three times during the school year.

Those enrolled during the summer months, including Early Head Start, receive a fourth



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checkpoint at the end of August. The results are used to assess children’s readiness and teaching practices to ensure that each child’s needs are met. (*SCAP Early Learning Programs Outcomes Report, 2021– 2022 School Year*).

Child outcomes results are reviewed and evaluated by the Policy Council each year and the Board of Directors in October of each year, most recently October 25, 2022, and October 19, 2022, respectively.

Additional service outcomes are reported, results reviewed and evaluated each year during the State of the Agency Report with the last for this cycle completed on February 15, 2023.

**A note about the COVID-19 Pandemic**

Half-way through implementation of the 2017-2022 Strategic Plan, SCAP, the community, and the World, suffered a global pandemic. The COVID-19 pandemic has challenged the community in every way and had a lasting impact that is predicted to affect the community for years to come. The Schenectady Community Needs Assessment 2021 identifies the pandemic and engagement by SCAP in the community’s response.

- V. Focus Areas – SCAP identified six (6) areas of focus for 2023-2028. At a series of meetings on August 17, 2022, September 21, 2022, and January 18, 2023, the management team identified focus areas which the CEO recommended to the Board of Directors at a meeting on February 15, 2023. After review and discussion, the Board of Directors approved the following focus areas for the 2023 – 2028 strategic plan.

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1. Adaptability – SCAP builds new and refines existing strategies to sustain and improve the Agency. SCAP builds new levels of resilience that strengthens, restores, and rebuilds the community.
2. Service Expansion - SCAP meets changing needs by expanding services and resources when a gap exists.
3. Community Engagement- SCAP develops and shares expertise through partnership, advocacy, leadership, and participation in community initiatives.
4. Data, Analysis & Quality Improvement – SCAP implements comprehensive systems to guide internal & external efforts.
5. Facilities and Agency Footprint – SCAP locations meet comprehensive community and Agency needs.
6. 21st Century Workforce – SCAP is committed to developing our human potential and investing in our workforce.

**VI.** Goals and Objectives: The Management team met on March 29 and April 26, 2023, to develop goals and objectives to recommend to the Board of Directors in response to the approved Focus Areas. What follows pages 10 – 15 are the goals and objectives reviewed and approved by the Board of Directors at their May 17, 2023 Board meeting.

**Focus Area #1 – ADAPTABILITY - SCAP builds new and refines existing strategies to sustain and improve the Agency. SCAP builds new levels of resilience that strengthens, restores, and rebuilds the community. Each goal is labeled whether it is family, agency or community.**

**Goal 1a** – Strategically aligning funding decisions to public policy priorities and Community needs annually. (Agency).

Objective 1a1: Create a process for grant renewal, replacement with a minimum of 12 months prior to expiration.

Objective 1a2: SCAP engages the community in public policy discussions at least biennially.

Objective 1a3: Create a list of public policy priorities biennially, share with governance and community and match them to community needs annually.

**Goal 1b** – SCAP implements up-to-date evidence-based/best practices. (Agency).

Objective 1b1: Evaluate trends and align with Agency-wide training system annually.

**Focus Area #2 – SERVICE EXPANSION - SCAP meets changing needs by expanding services and resources when a gap exists.**

**Goal 2a** - Reduce homelessness by 25% within five (5) years. (Community). (361 homeless households Jan. 2023).

Objective 2a1: Create additional permanent supportive housing within five (5) years.

**Goal 2b** - Increase capacity by 25% for quality childcare opportunities in Schenectady County within five (5) years. (Community). (1,856 children in poverty as of January 2023).

Objective 2b1: Identify childcare needs and deserts throughout the county by 2024.

Objective 2b2: Advocate to improve the early education system by 2028.

**Goal 2c** - Increase community capacity through expansion of SCAP's behavioral health services by 100% within five (5) years. (Agency). (Based on current # of 300 annually).

Objective 2c1: Expand active engagement in mental and behavioral health systems in Schenectady County by 2025.

**Goal 2d** – Increase SCAP funding for training opportunities leading to a livable wage within five (5) years. (Agency).

Objective 2d1: Explore opportunities to identify training tracks consistent with SCAP's needs.

Objective 2d2: Increase funding for training by 100% by 2025.

**Focus Area #3 – COMMUNITY ENGAGEMENT - SCAP develops and shares expertise through partnership, advocacy, leadership, and participation in community initiatives.**

**Goal 3a** - Strengthen SCAP's network of partners and initiatives within five (5) years.  
(Agency).

Objective 3a1: Rate effectiveness of existing partnerships and initiatives through use of a matrix and create follow-up plan within one (1) year. (May of 2024).

Objective 3a2: The agency will commit leadership and resources to two (2) community initiatives over five (5) years.

Objective 3a3: Establish Agency-wide outreach team, trained on uniform outreach/marketing strategies by the end of year one (1). (May of 2024).

**Focus Area #4 – DATA, ANALYSIS AND QUALITY IMPROVEMENT - SCAP implements comprehensive systems to guide internal & external efforts.**

**Goal 4a** - SCAP has effective data systems. (Agency).

Objective 4a1: Create policies and procedures for data collection, reporting and monitoring.

**Goal 4b** - SCAP continuously drives program improvement based on data. (Agency).

Objective 4b1: Identify what data is used for outcomes in 2023.

Objective 4b2: Developing process or protocols for governance review in 2024.

Objective 4b3: Developing a process and protocol for management review in 2024.

Objective 4b4: Develop a customer satisfaction and feedback process by December 2023.

Objective 4b5: Develop written procedures for Community Needs Assessment by December 2023.

**Goal 4C** - SCAP has the capacity to adequately administer data systems. (Agency).

Objective 4c1: Determine the need to departmentalize data administration within one (1) year. (May 2024).

Objective 4c2: Build costs into budget Agency-wide within one (1) year (May 2024).

Objective 4c3: Operationalize plan to administer data systems by 2025.

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**Focus Area #5 – FACILITIES AND AGENCY FOOTPRINT - SCAP locations meet comprehensive community and agency needs.**

**Goal 5a-** Develop a facility plan by December 2023. (Agency).

Objective 5a1: Increase ELP site capacity and safety by 2028.

Objective 5a2: Create at least four (4) outreach locations within the community by 2025.

Objective 5a3: Open SCAP Campus by end of 2026.

Objective 5a4: Identify eco-friendly facility options within five (5) years.

**Focus Area #6 – 21st CENTURY WORKFORCE - SCAP is committed to developing our human potential and investing in our workforce.**

**Goal 6a-** SCAP is a top place to work within five (5) years. (Agency).

Objective 6a1: Identify and analyze trends of a 21st century workforce annually.

Objective 6a2: Ensure competitive compensation package within five (5) years.

Objective 6a3: Stabilize and fully-staff Agency workforce within five (5) years.

Objective 6a4: Evaluate performance evaluation process within one (1) year.

(May 2024).

Objective 6a5: Establishing and integrating DEI framework into agency policies, procedures, and culture within five (5) years.

Indicator 1: Annual average turnover of employees.

**Goal 6b-** SCAP has an Agency-wide training system within two (2) years. (Agency).

Objective 6b1: Implement Paycom learning platform within six (6) months.

(From May 2023).



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- VII.** Workplan – Following Board of Directors approval of the strategic plan goals and objectives, the management team will produce a workplan that will include performance indicators and person(s) responsible. The workplan will be completed by December 2023.
  
- VIII.** Financial Needs – The strategic plan goals have financial implications that will be analyzed and built into budgets as needed in keeping with SCAP’s current best practices. Financial costs will be routinely reviewed by the CEO and Finance Committee/BOD.
  
- IX.** Status Reports – As previously mentioned throughout this plan, on an annual basis the CEO will be responsible for reporting the *State of the Agency* to the Board of Directors outlining achievements, challenges and next steps related to the strategies included herein. This will be done typically in February of each year.

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**Appendices**

- Addendum A – 2021 Schenectady Community Needs Assessment
- Addendum B – MOS (Matrix of Services) Report
- Addendum C – SWOT (Strengths, Weaknesses, Opportunities and Threats) Analyses
- Addendum D – Partner Survey
- Addendum E – Customer Feedback Report
- Addendum F – SCAP Outcome Matrix Years 1 – 2 Report (July 1, 2020 – June 30, 2022)
- Addendum G – SCAP Child Outcomes Report 2021 - 2022
- Addendum H – State of the Agency Reports 2022 and 2023
- Addendum I – SCAP Highlights 2022
- Addendum J – SCAP Programs and Services 2023
- Addendum K – Timeline
- Addendum L – Work Plan (December 2023)