



Strategic Plan 2013 - 2016

Finance

GOAL: Enhance the financial health and stability of the agency.

Objective	Input	Person(s) Responsible	Target Date	Output
Internal Customers				
Employees will remain employed at Human Services, Inc. for at least five years.	<ul style="list-style-type: none"> Supervisors evaluate employees yearly Both employees and supervisors rate job performance Both employees and supervisors set goals 	HR/Supervisors	New evaluation implemented 2013	Employees know their strengths and have identified areas to make improvements in job performance
	Employees receive orientation, job specific training, and coaching	HR/Supervisors	On-going	Employees continue to grow professionally and stay up-to-date on changes to program/agency
	Employees have working tools to perform their job.	HR/Deputy Director/Supervisors	On-going	Frustration and stress levels of employees are lowered because repairs to equipment are addressed as quickly as possible
	Promote a positive environment through “How Full is Your Bucket” and “The Thin Book of Positive Inquiry” and Conscious Discipline which promote using positivity in the workplace	Administrative Staff/Managers/Directors	Began 2011 Continue and strengthen 2013	Employees will feel appreciated and feel their good works are recognized

Objective	Input	Person(s) Responsible	Target Date	Output
Employees will remain employed at Human Services, Inc. for at least five years. (cont'd)	<ul style="list-style-type: none"> • An Agency wide Wellness program is in place • A committee of employees and a representative from insurance broker form a wellness committee • Agency promotes agency wide wellness events for employees to participate in 	Wellness Committee	Roll Out August 2013	Employees miss less work because of health reasons and cost of insurance premiums drops
	<ul style="list-style-type: none"> • Agency wide focus on workplace safety and follow-up of workplace accidents • Staff receive safety training each year • New safety policy in place • Committee to investigate workplace accidents and remove hazards 	HR/ Safety Committee	July 2013	<p>Employees have a safe environment in which to work</p> <p>Employees miss less work because of workplace accidents</p> <p>Workers' Compensation rates are reduced</p>
	<ul style="list-style-type: none"> • Employee surveys are made available to seek input from employees • Employees leaving voluntarily participate in an exit interview • All employees are 	HR/Manager/Directors	New Survey 2013	<p>Employees have a voice in the agency</p> <p>Agency can analyze and address employee reasons for leaving the agency</p>

<p>Employees will remain employed at Human Services, Inc. for at least five years. (cont'd)</p>	<p>invited to participate in agency/program committees to develop new policies and/or initiatives</p>			
	<ul style="list-style-type: none"> • Agency Website is used to make information available to employees • Email and phones are in working order so communication lines are open between administrative and satellite offices • A mail system is in place • Staff meetings occur at all levels in the agency and programs • Agency newsletter is released quarterly to share information • Policies are in place to protect employees in reporting information 	<p>HR/Deputy Director</p>	<p>New Website completed January 2013 (Completed in March)</p> <p>On-going</p> <p>Newsletter started 2011</p> <p>Policies Revised January 2014</p>	<p>Communication is open and can occur freely between all employees</p> <p>Employees are informed</p>
	<ul style="list-style-type: none"> • A wage comparability study is conducted with other Community Action Agencies in the state • All hourly wages are above the mandatory minimum wage • Additional fringes are provided to employees 	<p>HR/Administrative Staff</p>		<p>All full time employees receive a living wage</p>
	<p>Random employee events are scheduled throughout</p>	<p>Managers/Directors</p>	<p>On-going</p>	<p>Employees feel a sense of team among each other</p>

	the year			Promote agency unity
Facilities/Equipment				
All Facilities meet the needs of the agency programs being provided in them and meet all regulations that apply.	<ul style="list-style-type: none"> • A maintenance plan is in place for agency facilities • Maintenance checklist developed so that maintenance repairs are communicated uniformly • Safety practices Developed (see internal customer objective) • Maintenance person/s on staff 	Maintenance Committee HR Director of Energy Programs and HS/EHS Transportation Specialist	January 2014 March 2014 2015	All facilities provide a safe environment for clients and employees and all required regulations are met Workers' Compensation rates are reduced
Agency promotes going green.	<ul style="list-style-type: none"> • All locations are recycling • Seek grants and additional funds to install energy efficient lights and appliances 	All	End of 2014 Begin 2014	Agency promotes environmental due diligence in its communities Utility bills decrease
Equipment is in good repair.	<ul style="list-style-type: none"> • A maintenance plan is in place for agency equipment • Maintenance checklist developed so that maintenance repairs are communicated uniformly • Employees are familiar with how to use the equipment and receive training when needed • Database using 	Maintenance Committee HR Director of Energy Programs and HS/EHS Transportation Specialist Director of Fiscal Operations	January 2014 March 2014 On-going In place 2015	All employees have equipment in good repair to complete job duties timely and safely Workers' Compensation rates are reduced The agency knows what equipment is available, its age, and condition

	inventory scanning system is kept on equipment and other non consumable items			
Agency Sustainability				
Objective	Input	Person(s) Responsible	Target Date	Output
<p>The agency continues to grow funding streams and develop its employees to sustain its services to communities in the future.</p>	<ul style="list-style-type: none"> Develop a Leadership Team to plan for addressing agency needs and efficiency Develop a Succession Plan for the Executive Director Cross Training of Intake staff Agency referral system in place between agency programs Train managers and directors in OMB regulations Train managers and directors on developing outcomes 	<p>Executive Director</p> <p>Managers/Directors</p> <p>Deputy Director</p> <p>Executive Director/ Director of Fiscal Operations</p>	<p>April 2013</p> <p>May 2013 (Completed in June)</p> <p>Begin September 2013; Completed end of 2014</p> <p>February 2014</p> <p>2013</p>	<p>Leadership is developed within the agency</p> <p>Agency operates more efficiently</p> <p>Agency managers and directors are educated about the regulations under which the agency operates</p>
	<p>The agency continues to grow funding streams and develop its employees to sustain its services to communities in the future. (cont'd)</p>	<ul style="list-style-type: none"> Seek out local grant opportunities as they are available and applicable to the mission of the agency Create a Fund Development Committee to strategize how to increase unrestricted funds coming into the 	<p>All employees</p> <p>Board of Directors</p>	<p>Begin encouraging and guiding employees in 2013</p> <p>September 2013</p>

	agency <ul style="list-style-type: none"> • Seek out new program opportunities as related to needs of the communities • Develop a signature event to raise funds 	Directors/Managers Board of Directors/Managers/Directors	On-going Begin in 2014, add signature events for each county every 2 years after	
<h1>Community Outreach</h1>		GOAL: Be an involved and productive partner in addressing barriers to self-sufficiency in the communities served by Human Services, Inc. (HSI) while increasing agency visibility		
Objective	Input	Person(s) Responsible	Target Date	Output
Community Assessment				

<p>The Agency Community Assessment will be a working tool used to develop programming based on the needs of the each community.</p>	<ul style="list-style-type: none"> • Gather community demographic information as it relates to the populations served by the agency • Gather information from community and clients • Identify needs versus resources already available • Work with community stakeholders and agencies to work toward providing resources to meet gaps in services 	<p>Deputy Director</p> <p>Managers and Directors</p>	<p>Completed December 2013</p> <p>On-going</p>	<p>Gaps in services will be indentified and addressed by the agency and forming new partnerships to address the gaps</p>
Objective	Input	Person(s) Responsible	Target Date	Output
Community Education				

	<p>highlighted in local media</p> <ul style="list-style-type: none"> Participate in local community networking meetings to share information 	Managers/Directors	<p>2013</p> <p>On-going</p>	
Objective	Input	Person(s) Responsible	Target Date	Output
External Customers				
<p>Clients are treated respectfully while services are provided through the agency.</p>	<ul style="list-style-type: none"> Employees do everything within their power to start appointments when scheduled Employees give clients their full attention while providing services If the agency cannot assist the clients, they are referred to other providers Employees never raise their voice or use inappropriate language with clients Employees will assume positive intent with clients Clients are given the opportunity to give feedback about their experiences through suggestion boxes and surveys 	All Employees	Always	<p>Clients form relationships with employees that assist in empowering clients to setting and meeting goals in becoming self-sufficient</p> <p>The agency-client relationship is positive</p> <p>Clients do not feel judges or uncomfortable when seeking assistance with the agency</p>

Education

GOAL: Build internal and external capacity through educational activities and resources.

Objective	Input	Person(s) Responsible	Target Date	Output
Training				
<p>Employees of the agency are professional, well educated, high quality employees in their fields.</p>	<ul style="list-style-type: none"> • All new employees will receive agency orientation that includes agency at a minimum policies, job descriptions, explanation of the fringe package, rate of pay, and an introduction to all agency programs • The agency will provide annual safety, drug and alcohol awareness, and harassment training • Training will be individualized for employees positions and needs • Managers and Supervisors will receive annual training about employee management and employment law • Employees will receive annual ROMA training • Training opportunities posted on agency 	<p>HR Director</p>	<p>In place</p> <p>Beginning August 2013</p> <p>On-going</p> <p>2014</p> <p>2014</p>	<p>Employees will be informed about agency wide policies and have access to the Policy Manual</p> <p>Employees will receive training needed to complete their jobs</p> <p>Managers/Directors will avoid situations that can cause issues within the agency</p> <p>All employees will be informed about ROMA and be part of tracking outcomes</p>

	website			
Employees' Training Records are easily viewed and available at all times.	<ul style="list-style-type: none"> • Employees will document all training • The training information will be submitted to HR • Information will be entered into a web based tracking system 	Supervisors and HR Director	On-going January 2014	Agency will be aware of current training and educational levels of all employees as well as needs of employees
Board Members will be educated on their roles and responsibilities as members on a Community Action Agency Board of Directors.	<ul style="list-style-type: none"> • All new members will receive orientation to the Board that includes the receipt of a Board Manual that includes at a minimum by-laws, agency history, program list by county, fiscal handbook, personnel policies, agency acronyms, and ROMA goals • Members receive training on roles and responsibilities of shared governance with Head Start Policy Council • Members are invited to agency annual training • Members are made aware of other opportunities for training as they occur 	Executive Director	On-going	<p>The agency Board of Directors are aware of the roles and responsibilities as well as policies, programming and financial matters of the agency</p> <p>The Board of Directors will be positive spokespersons for the agency</p>

<p>Barriers are removed so that clients of the agency can work toward self-sufficiency.</p>	<ul style="list-style-type: none"> • Programs plan educational sessions for clients • The agency informs clients of educational opportunities offered by other organizations in the communities • The agency partners with other agencies to provide client education 	<p>Managers/Directors</p>	<p>On-going</p>	<p>Agency clients have a better understanding of how to set and maintain a budget</p> <p>Agency clients have a better understanding of how to conserve and save on heating/cooling costs</p> <p>Agency clients have more knowledge of parenting and communication skills</p> <p>Agency clients have an understanding of the skills needed to find and maintain employment</p> <p>Agency clients become more financially stable</p>
<p>ROMA/Organizational Standards and Performance Measurements</p>				
<p>ROMA will become fully integrated into the daily operations, reporting, and analysis of agency services.</p>	<ul style="list-style-type: none"> • Identify and train a Manager/Director as a certified ROMA Trainer for the agency • Educate employees and Board of Directors on ROMA goals and National Indicators as they relate to different programs • Employees will receive Outcomes training • Educate Managers/Directors on tracking and analyzing ROMA data for 	<p>Executive Director</p> <p>Executive Director</p> <p>Executive Director</p> <p>ROMA Trainer</p>	<p>Begin process August 2014</p> <p>On-going</p> <p>August 2013</p> <p>Begin November 2013</p>	<p>Agency will have an internal expert on ROMA</p> <p>All employees will be comfortable with using ROMA for tracking, analysis, planning purposes</p>

	outcomes and planning			
Agency will meet and/or exceed the new CSBG Organizational Standards/Performance Measurements.	<ul style="list-style-type: none"> Educate employees and Board of Directors on the standards when they are finalized 	Executive Director	As the standards are developing	Board of Directors and all employees will be educated and aware of the standards to insure the agency is meeting or exceeding them
Training Implementation				
Employees implement and share knowledge gained through education.	<ul style="list-style-type: none"> Employees are monitored and evaluated after training is implemented on improved performance After employees receive training from an outside source, the learned information is shared at the next staff meeting the employees attend Information learned by administrative staff will be disseminated through the agency website, email, management meeting, or newsletter 	Supervisors Supervisors Administrative Staff	On-going September 2013 January 2013	Employee performance will improve and services to clients will improve Employees will share their knowledge with other employees for implementation and professional growth.