



## Strategic Plan 2017 - 2020

# Coaching for Success

**GOAL: To move people to a better quality of life.**

Objective	ROMA Goal	Inputs	Person(s) Responsible	Target Date	Output	Outcome
<b>Educating communities &amp; participants about the value of coaching in moving people towards stability</b>	2.1 2.2 2.3	<ul style="list-style-type: none"> <li>Assess Economic benefit to community               <ul style="list-style-type: none"> <li>Understanding poverty's negative impacts on communities</li> </ul> </li> </ul>	Coaching for Success Coordinator	01/01/2018	Foster and develop productive partnerships.	Community partnerships among supporters and providers of service to low income participants are achieved.
	2.1 2.2	<ul style="list-style-type: none"> <li>Traditional approaches— difference between CFS &amp; other past means</li> </ul>	Coaching for Success Coordinator	03/01/2018	Provide education CFS approach versus “quick fix” mentality.	Community “buy-in”-moving participants towards stability.
	2.1 2.2	<ul style="list-style-type: none"> <li>Two generations—educating about generational poverty</li> </ul>	Coaching for Success Coordinator	03/01/2018	Educate communities and families regarding the value of educating younger members in participant households	Plan in place to take necessary steps in reversing generational poverty within families served.
	2.1 2.2	<ul style="list-style-type: none"> <li>Providing and/or alerting to training opportunities about poverty</li> </ul>	Management Team	06/01/2018	Provide informational sessions / training & seek out established trainings to share	Better understanding in community of barriers participants face in reaching stability.

	2.2	<ul style="list-style-type: none"> <li>Branding <ul style="list-style-type: none"> <li>Elevator speech</li> </ul> </li> </ul>	Coaching for Success Coordinator	03/01/2018	Educate employees and our partners on how to present CFS to community and those we serve	Consistent, accurate program information distributed within communities served
	1.1 1.2 1.3	<ul style="list-style-type: none"> <li>Educate Participants so that they have a deeper understanding as to why they are in their situation</li> </ul>	Coaching for Success Coordinator ; Coaches	01/01/2018	Identify root cause of participant's barrier(s)	Participants overcome barriers by addressing root causes identified.
	3.1	<ul style="list-style-type: none"> <li>Educate Participants by building confidence and pride in being a productive citizen/community member</li> </ul>	Coaching for Success Coordinator; Coaches	01/01/2018	Involve participant in program development from design to delivery.	Participants own a stake in their community.

Objective	ROMA Goal	Input	Person(s) Responsible	Target Date	Output	Outcome
<b>Creating/expanding a network of coaching teams in the communities served by the agency</b>	2.1 2.2 2.3 3.1	<ul style="list-style-type: none"> <li>Economic benefit to the community <ul style="list-style-type: none"> <li>Understanding poverty's negative impacts on the communities</li> </ul> </li> </ul>	Coaching for Success Coordinator; Coaches	01/01/2018	Share CFS Initiative with community members and elicit help.	Increase in number of people contributing to economic success of county.
	2.1 2.2 2.3 3.1	<ul style="list-style-type: none"> <li>Traditional approaches— difference between CFS and other past means</li> </ul>	Management Team	01/01/2018	Educate community why past "quick fix" mentality is ineffective long-term.	Buy-In. Change in how assistance programs administered in other programs.
	2.1 2.2 2.3 3.1	<ul style="list-style-type: none"> <li>Two generations—educating about generational poverty</li> </ul>	Coaching for Success Coordinator; Coaches	03/01/2018	Educate, put programming in place for younger generation in family.	Plan in place to take steps in reversing generational poverty within families served.

	2.2 2.3 3.1	<ul style="list-style-type: none"> <li>Providing and/or alerting to training opportunities about poverty</li> </ul>	Management Team	06/01/2018	Seek out and/or offer training opportunities about poverty.	Better understanding within communities we serve of barriers faced by those living in poverty.
	2.3 3.1	<ul style="list-style-type: none"> <li>Branding—elevator speech</li> </ul>	Coaching for Success Coordinator	01/01/2018	Educate coaches / partners how to present CFS within communities served.	Consistent and accurate information being relayed by coaches.
	2.2 3.1	<ul style="list-style-type: none"> <li>Identify a lead community person.</li> </ul>	Coaching for Success Coordinator	01/01/2018	Seek out a lead for each community served.	Begin / Roll out CFS Initiative.
	2.3 3.1	<ul style="list-style-type: none"> <li>Presentations to key groups/ employers/ businesses.</li> </ul>	Coaching for Success Coordinator	02/01/2018	Present to groups / people in community asking for volunteers to serve as a coach.	Attain community partners and coaches.
	2.3 3.1	<ul style="list-style-type: none"> <li>Formal process to identify coaches/ team members</li> </ul>	Coaching for Success Coordinator	03/01/2018	Put process / plan in place for employees to follow.	CFS fully staffed.
<b>Objective</b>	<b>ROMA Goal</b>	<b>Input</b>	<b>Person(s) Responsible</b>	<b>Target Date</b>	<b>Output</b>	<b>Outcome</b>
<b>Seeking additional funding through bundling of services, individual donors &amp; other avenues</b>	2.1 2.2	<ul style="list-style-type: none"> <li>Bundling of services</li> <li>Coaching model will be utilized for programs with a case management piece</li> </ul>	Management Team; Coaches	11/01/2017	Seek out additional funding sources / programs available in each county.	Participants utilize existing programs and use CFS money for gaps in assistance offered.
	2.1 2.2 2.3 3.1	<ul style="list-style-type: none"> <li>Presentations to key groups/ employers/ businesses <ul style="list-style-type: none"> <li>Clearing house/ coordinated entry—fund us so we can keep it up</li> </ul> </li> </ul>	Coaching for Success Coordinator; Coaches	11/01/2017	Reach out to organizations / businesses that fund community initiatives in counties we serve.	Continuation / Expansion of CFS primarily funded by community partners.

	2.1 2.2	<ul style="list-style-type: none"> <li>Seek out/ research grant opportunities – write grants</li> </ul>	Coaching for Success Coordinator	12/01/2017	Research available grants in each county and apply w/in deadlines.	Program partially funded through community grants.
<b>Objective</b>	<b>ROMA Goal</b>	<b>Input</b>	<b>Person(s) Responsible</b>	<b>Target Date</b>	<b>Output</b>	<b>Outcome</b>
<b>Breaking the cycle of generational poverty</b>	4.1	<ul style="list-style-type: none"> <li>Forming thriving partnerships with participants and stake holders</li> </ul>	Coaches	01/01/2019	Set up opportunities to match participants with successful stakeholders in community	Additional support and guidance for family unit.
	1.2	<ul style="list-style-type: none"> <li>Teaching skills that can be passed down</li> </ul>	Coaches	03/01/2019	Coaching, classes and materials presented to family as a whole.	A strengthened family unit.
	1.1 1.2	<ul style="list-style-type: none"> <li>Identify strengths and weaknesses of participants.</li> </ul>	Coaches	01/01/2018	Assist in setting up goals to overcome weaknesses.	Change in mentality and improved self-confidence.
	2.2	<ul style="list-style-type: none"> <li>Champion change in the way programs are administered</li> </ul>	Coaching for Success Coordinator; coaches	03/01/2019	Meet with other agencies served by participants and share CFS initiative.	A stronger community.
	1.1 1.2 1.3	<ul style="list-style-type: none"> <li>No time restraint for involvement</li> </ul>	Coaches	01/01/2018	Set up based on individual needs of each household.	Participants move forward and grow in their own abilities.
	4.1 6.3	<ul style="list-style-type: none"> <li>Strengthen relationships with school systems and groups working with children/youth</li> </ul>	Coaches	03/01/2019	Assist participants in ways to reach out and forge relationships.	Improved communication skills.
	6.3	<ul style="list-style-type: none"> <li>Identify age appropriate materials to teach life skills (soft/hard skills)</li> </ul>	Coaches	06/01/2019	Put opportunities in place for children to benefit from program.	Next generation has a different “mind set” and is armed with tools / skills needed to become independent.

	1.1 1.2 1.3 2.2 2.3 6.3	<ul style="list-style-type: none"> <li>Forming connections with people in all social classes(people of different income levels)</li> </ul>	Coaching for Success Coordinator; Coaches	06/01/2019	Offer opportunities for participants to work alongside community members involved in initiative.	Improved social skills.
	2.1 2.2 2.3 3.1	<ul style="list-style-type: none"> <li>Educate Participants so that they have a deeper understanding as to why they are in their situation</li> </ul>	Coaches	01/01/2018	Assist participants in identifying barriers and how choices affect outcomes.	Participants able to make better choices.
	2.1 2.2 2.3 3.1	<ul style="list-style-type: none"> <li>Educate Participants by building confidence and pride in being a productive citizen/community member</li> </ul>	Coaches	01/01/2018	Motivate participants to volunteer /contribute within their community.	Participants gain a sense of pride and a stake within their community.

Objective	ROMA Goal	Input	Person(s) Responsible	Target Date	Output	Outcome
<b>Through coaching assist participants in obtaining and maintaining a living wage.</b>	1.1 1.2	<ul style="list-style-type: none"> <li>Seek Resources to develop job preparedness skills</li> </ul>	Management Team	04/01/2018	Form partnerships with local businesses.	Participants obtain employment.
	1.1 1.2	<ul style="list-style-type: none"> <li>Seek resources to develop vocational skills</li> </ul>	Coaching for Success Coordinator; Coaches	04/01/2018	Partner with local companies willing to hire / train entry level workers.	Additional skills gained allows for more job options and/or advancement.
	1.1 1.2 1.3	<ul style="list-style-type: none"> <li>Coaching to assist participants in developing a career path</li> </ul>	Coaches	06/01/2018	Assist in outlining necessary steps to obtain desired career.	Participant begins work / process towards career goal.
	1.2 2.1	<ul style="list-style-type: none"> <li>Assisting participants in achieving educational goals</li> </ul>	Coaches	06/01/2018	Set up contact for participant to receive assistance in planning / options to meet goal.	Participant begins work towards achieving education goal.

	4.1	<ul style="list-style-type: none"> <li>Partner with local employers job placement programs</li> </ul>	Coaching for Success Coordinator; Management Team	04/01/2018	Meet with local employers willing to offer opportunity for our participants.	Provides “foot in the door” a participant might otherwise not have.
	1.1 1.2	<ul style="list-style-type: none"> <li>Advertising agency positions available to participants</li> </ul>	Coaches	01/01/2018	Coaches share job opportunities posted with participants.	Participants given opportunity to work at agency and earn a livable wage.
	1.1 1.2	<ul style="list-style-type: none"> <li>Preference given to participant if equally qualified</li> </ul>	HR Director; Interview Team	01/01/2018	At interview give participants an additional point on score sheet.	Added opportunity for participants / families served by the agency.

# Housing

**GOAL:** Safe affordable housing for all  
(rent not to exceed 30% of gross income)

Objective	ROMA Goal	Input	Person(s) Responsible	Target Date	Output	Outcome
<b>Through partnering create additional safe and affordable housing units</b>	1.2 4.1	<ul style="list-style-type: none"> <li>Seek out landlords to donate units or charge below market for units</li> </ul>	Management Team	03/01/2020	Contact landlord’s w/in community that work w/other agencies.	Affordable housing for participants.
	4.1	<ul style="list-style-type: none"> <li>Seek out partnerships with existing low income housing units, so priority is given to participants</li> </ul>	Management Team	03/01/2020	Contact low income housing properties	Participants secure permanent affordable housing.
	1.2 4.1	<ul style="list-style-type: none"> <li>Obtain funding to repurpose existing housing (flipping/ permanent supportive housing)</li> </ul>	Management Team	08/01/2020	Form partnerships, elicit donations.	Additional permanent supportive housing units available to participants.

	1.2 4.1	<ul style="list-style-type: none"> <li>Educate communities on importance of safe, affordable housing</li> </ul>	Management Team	03/01/2020	Meet with landlords and other agencies.	Program assists in creating better rental options w/in community.
<b>Objective</b>	<b>ROMA Goal</b>	<b>Input</b>	<b>Person(s) Responsible</b>	<b>Target Date</b>	<b>Output</b>	<b>Outcome</b>
<b>Through education help participants sustain safe, affordable housing</b>	1.2 1.3	<ul style="list-style-type: none"> <li>Seek resources to develop budget and finance (debt relief) skills</li> </ul>	Management Team	06/01/2020	Match participants up w/existing programs and set up classes to fill gaps.	Improved budgeting skills for participants.
	1.3 6.3	<ul style="list-style-type: none"> <li>Home buyer prep skills</li> </ul>	Management Team	06/01/2020	Match participants up w/current classes offered and seek out additional materials.	Participant gains understanding of home-buying process.
	1.3 6.3	<ul style="list-style-type: none"> <li>Education on being a good tenant</li> </ul>	Management Team	06/01/2020	Training and checklists (what to do / not do)	Participants maintain housing. (Less evictions).
	1.3 6.3	<ul style="list-style-type: none"> <li>Education on home ownership (care and maintenance)</li> </ul>	Management Team	08/01/2020	Education on home repairs that can be done w/out a professional.	Participant has skills to maintain their own home.
	1.3 6.3	<ul style="list-style-type: none"> <li>Energy Conservation and education</li> </ul>	EAP Coordinator	08/01/2020	Attend existing class through EAP and are given additional materials.	Participants lower their utility costs.
<h1>Transportation</h1>			<b>GOAL: Adequate transportation for all low-income participants.</b>			
<b>Objective</b>	<b>ROMA Goal</b>	<b>Input</b>	<b>Person(s) Responsible</b>	<b>Target Date</b>	<b>Output</b>	<b>Outcome</b>

<b>Wheels to Work program in all service counties</b>	1.2 2.1 4.1	<ul style="list-style-type: none"> <li>Organize Bartholomew County 1st as pilot – 2017.</li> </ul>	Director of Homeless Prevention	03/01/2018	Put plan in place to expand and run program more efficiently through partnerships.	Efficiently run program that serves transportation needs of our participants.
	1.2 2.1 2.3 4.1	<ul style="list-style-type: none"> <li>Develop partnerships in counties <ul style="list-style-type: none"> <li>vocational programs to repair vehicles</li> <li>auto repair shops</li> <li>private mechanics</li> <li>tire shops</li> <li>agencies</li> <li>businesses</li> </ul> </li> </ul>	Director of Homeless Prevention	03/01/2018	Seek out low cost options for vehicle repairs.	Program offers safe & reliable vehicles to participants.
	1.2 2.1 4.1	<ul style="list-style-type: none"> <li>Develop marketing plan to gain donations of vehicles</li> </ul>	Director of Homeless Prevention	03/01/2018	Put marketing in place; highlighting tax benefit.	Community members encouraged to donate non-used vehicles.
	2.3 4.1	<ul style="list-style-type: none"> <li>Procure donations of vehicles</li> </ul>	Director of Homeless Prevention	06/01/2018	Procedure in place to inspect / pick-up vehicles.	Transportation barriers eliminated.
	1.2 2.1 4.1	<ul style="list-style-type: none"> <li>Research IRS policies for program requirements</li> </ul>	Director of Homeless Prevention	02/01/2018	Find out guidelines / requirements.	Program compliance with laws.
	4.1	<ul style="list-style-type: none"> <li>Research how Goodwill's program works</li> </ul>	Director of Homeless Prevention	02/01/2018	Research program for ideas we may be able to use.	Model parts of an existing program that has seen success.
	1.2 2.1 4.1	<ul style="list-style-type: none"> <li>Research insurance and liability</li> </ul>	Director of Homeless Prevention	02/01/2018	Find out costs and requirements prior to implementation.	Program compliance with laws.
	<b>Objective</b>	<b>ROMA Goal</b>	<b>Input</b>	<b>Person(s) Responsible</b>	<b>Target Date</b>	<b>Output</b>



<b>Shift Shuttle</b>	1.2 2.1 4.1	<ul style="list-style-type: none"> <li>Access the needs <ul style="list-style-type: none"> <li>staffing agencies</li> <li>employment base HR</li> <li>funding</li> </ul> </li> </ul>	Management Team	06/01/2018	Meet with agencies and get ideas of how many applicants they have to turn down positions due to lack of transportation.	Better understanding of need within community prior to moving forward.
	1.2 2.1 2.3 4.1	<ul style="list-style-type: none"> <li>Partner with employment base to: <ul style="list-style-type: none"> <li>fund vehicle(s) / vehicle donation(s)</li> <li>fund shuttle expenses</li> </ul> </li> </ul>	Management Team	06/01/2018	Reach out to businesses that have a shortage of employees that could benefit from the program.	Partially funded by businesses that also benefit from program – increase in workforce.
	2.3 4.1	<ul style="list-style-type: none"> <li>Market to the community <ul style="list-style-type: none"> <li>information regarding program</li> <li>donation</li> <li>vehicle wrap(s) advertising</li> </ul> </li> </ul>	Management Team	06/01/2018	Seek additional funders / donations from community.	Additional funding and awareness of program.
	4.1	<ul style="list-style-type: none"> <li>Determine driver qualifications needed</li> </ul>	Management Team	07/01/2018	Look at requirements under BMV website.	Laws / liability issues met.
	4.1	<ul style="list-style-type: none"> <li>Determine weekly fee for riders <ul style="list-style-type: none"> <li>\$10.00 per week?</li> </ul> </li> </ul>	Management Team	08/01/2018	Prepare a budget based on interest and expenses.	Affordable transportation available to participants to get to and from work.
	4.1	<ul style="list-style-type: none"> <li>Research insurance &amp; liability issues - release of liability</li> </ul>	Management Team	07/01/2018	Find out what we need to put in place to protect ourselves.	Compliance with laws and insurance needs.
	2.1 2.3	<ul style="list-style-type: none"> <li>Volunteer Coordinator</li> </ul>	Management Team	07/01/2018	Seek out volunteer to spearhead program.	Lower overhead costs for program.

	4.1	<ul style="list-style-type: none"> <li>Scheduling</li> </ul>	Management Team	06/01/2018	Research shifts (hours) at Walesboro factories that have openings and other areas with no transportation available.	Availability of transportation for shifts / locations not currently offered.
<b>Objective</b>	<b>ROMA Goal</b>	<b>Input</b>	<b>Person(s) Responsible</b>	<b>Target Date</b>	<b>Output</b>	<b>Outcome</b>
<b>Volunteer Shuttle</b>	1.2 2.1 4.1	<ul style="list-style-type: none"> <li>Procuring partnerships within the community. ie: VFW, Churches, Agencies, Businesses, Employer Base</li> </ul>	Director of Homeless Prevention	02/01/2020	Seek out other organizations who have volunteer bases that may assist participants.	Additional participants have access to transportation to get to and from work.
	1.2 2.1	<ul style="list-style-type: none"> <li>Assess Needs</li> </ul>	Management Team	01/01/2020	Find out areas that are currently not served by city transportation and what shifts are needed most.	Transportation available for participants that falls outside of city bus route and times available.
	1.2 2.1 3.1	<ul style="list-style-type: none"> <li>Volunteer Coordinator</li> </ul>	Director of Homeless Prevention	02/01/2020	Seek out volunteer to spearhead program.	Lower overhead costs for program.
	1.2 2.1 4.1	<ul style="list-style-type: none"> <li>Research insurance &amp; liability issues</li> </ul>	Management Team	01/01/2020	Find out insurance needed to cover driver and participants.	Volunteers are protected from liability.
	1.2 2.1 4.1	<ul style="list-style-type: none"> <li>Scheduling</li> </ul>	Management Team	02/01/2020	Map out non-covered areas and most needed shifts and set up schedule.	Transportation available for shifts / locations not currently covered in community.

	1.2 2.1 4.1	<ul style="list-style-type: none"> <li>• Checks on the following: <ul style="list-style-type: none"> <li>○ driving record</li> <li>○ background</li> <li>○ drug screen</li> </ul> </li> </ul>	HR Director	02/01/2020	Set up procedure to run checks on volunteers / drivers.	Participants we serve are protected.
<b>Objective</b>	<b>ROMA Goal</b>	<b>Input</b>	<b>Person(s) Responsible</b>	<b>Target Date</b>	<b>Output</b>	<b>Outcome</b>
<b>Ride Share</b>	1.2 2.1	<ul style="list-style-type: none"> <li>• Assess needs</li> </ul>	Management Team	08/01/2019	Find out interest in community. Reach out to businesses to see if current employees interested in being involved.	Interest / need known prior to implementing program.
	1.2 2.1	<ul style="list-style-type: none"> <li>• Identify &amp; promote pick up point(s) <ul style="list-style-type: none"> <li>○ seek out permissions</li> </ul> </li> </ul>	Management Team	09/01/2019	Find accessible spots and seek permission from business / property owner.	Accessible pick up points for participants / convenient for driver.
	1.2 2.1	<ul style="list-style-type: none"> <li>• Marketing to: <ul style="list-style-type: none"> <li>○ employers</li> <li>○ community</li> <li>○ service groups</li> <li>○ agencies</li> </ul> </li> </ul>	Management Team	09/01/2019	Seek partners in the community to work together.	Community initiative.
	1.2 2.1	<ul style="list-style-type: none"> <li>• Research insurance / liability</li> </ul>	Management Team	08/01/2019	Find out insurance needed to cover driver and participants.	Volunteers are protected from liability.
<b>Objective</b>	<b>ROMA Goal</b>	<b>Input</b>	<b>Person(s) Responsible</b>	<b>Target Date</b>	<b>Output</b>	<b>Outcome</b>
<b>Bicycles / Scooters</b>	1.2 2.1	<ul style="list-style-type: none"> <li>• Assess needs</li> </ul>	Management Team	03/01/2019	Contact employers and other agencies to find out participant interest in this mode of	Find out if there is an interest prior to implementing program.

					transportation for work.	
1.2 2.1 4.1	<ul style="list-style-type: none"> <li>Secure partnerships w/ communities for donations</li> </ul>	Management Team	03/01/2019	Seek donations of bicycles, scooters and or monetary donations.	Program offers no/low cost transportation to participants.	
1.2 2.1	<ul style="list-style-type: none"> <li>Research plating of scooters</li> </ul>	Management Team	03/01/2019	Contact BMV for requirements.	Assure scooters are properly plated and all laws are met.	
1.2 2.1	<ul style="list-style-type: none"> <li>Education on maintenance, safety &amp; security</li> </ul>	Management Team	03/01/2019	Seek out existing programs / classes and set up for participants using program.	Participants have knowledge and skills necessary for safety and maintenance.	
1.2 2.1	<ul style="list-style-type: none"> <li>Insurance and liability</li> </ul>	Management Team	03/01/2019	Find out if insurance is required / available for scooters.	Participants have an understanding of their liability in owning a scooter.	
1.2 2.1 4.1	<ul style="list-style-type: none"> <li>Market to: <ul style="list-style-type: none"> <li>temp agencies</li> <li>agencies</li> <li>service councils</li> </ul> </li> </ul>	Management Team	06/01/2019	Market to those in community who run across potential participants with need.	Eliminates transportation barrier for participants who are not able to accept a job due to lack of transportation.	