

Yamhill Community Action Partnership  
Strategic Plan 2011

Strategic Goals	Reason for Importance/Impact	Target Dates for Accomplishment	Measurements	Implementation Lead(s)
<p><b>1. CREATE AND MAINTAIN CAPITAL ASSETS</b>  <b>Create and maintain YCAP capital assets to support our mission and long-term program goals.</b></p>	<p>Ownership of capital assets provides YCAP with assets to borrow against for future capital acquisition. (This does not include borrowing to finance operational funding.)</p>		<p>Incremental progress toward target dates is achieved annually.</p> <p>Progress is monitored quarterly and new targets set in the annual budget.</p>	
<p><b>Operational Objectives</b></p> <ul style="list-style-type: none"> <li>a. Complete a capital needs analysis on all assets every three (3) years.</li> <li>b. Pay off capital debt as soon as possible.               <ul style="list-style-type: none"> <li>1. New office/food bank building.</li> <li>2. Camellia Court &amp; Shelters</li> </ul> </li> <li>c. Determine new capital asset needs and methodology</li> </ul>	<p>Need to:</p> <ul style="list-style-type: none"> <li>a. Track equipment &amp; vehicles Replacement schedule to budget for future needs</li> <li>b. Shelters Needs Assessment</li> <li>c. Plan for future</li> </ul>	<ul style="list-style-type: none"> <li>a. First analysis due March 2013 with asset and value</li> <li>b. As soon as possible June 2015</li> <li>c. March 2013</li> </ul>	<p>a. Track assets \$5,000 and up            Have tracking for assets less than \$5,000 like computers and phones.</p>	<ul style="list-style-type: none"> <li>a-.MIPS Asset Tracking –( ED &amp; Program Directors)</li> <li>b. 1. research Grants (staff)</li> <li>b. 2. Project debt &amp; costs (ED)</li> <li>c. ED &amp; Program Directors</li> </ul> <p>(Note: use alphabet &amp; #s to assign tracking in MIPS)</p>

<p><b>2. INCREASE YCAP's BRAND IDENTITY</b>  <b>Increase YCAP brand recognition (name recognition and awareness) throughout all communities in Yamhill County.</b></p>	<ul style="list-style-type: none"> <li>▪ Supports fundraising efforts</li> <li>▪ Improves client awareness of YCAP programs</li> <li>▪ Helps draw volunteers to YCAP</li> <li>▪ Helps build new business partnerships</li> </ul>	<p>Overall goal to be achieved by June 2016.</p>	<p>Average a 25% increase in YCAP recognition over the 2012 baseline measurement in targeted areas as identified in surveys.</p>	
<p><b>Operational Objectives</b></p> <ul style="list-style-type: none"> <li>a. Conduct baseline study to determine current level of YCAP brand/name recognition.</li> <li>b. Develop and implement brand awareness campaign.</li> </ul>	<ul style="list-style-type: none"> <li>a. Identify target groups in each community, develop short survey. Design to be based on results of survey.</li> <li>b. Community Action Month - May</li> </ul>	<ul style="list-style-type: none"> <li>a. Complete baseline study by Sept 2012.</li> <li>c. Begin brand campaign by June 2012.</li> </ul>	<ul style="list-style-type: none"> <li>a. Target areas where surveys indicate lower recognition</li> </ul>	<ul style="list-style-type: none"> <li>a. Staff &amp; volunteers</li> <li>c. Staff &amp; outside expert</li> </ul>

<p><b>3. DEVELOP A CASH RESERVE</b>  <b>Accumulate and maintain a cash reserve equal to six months of operating expenses.</b></p>	<p>Financial stability is important to maintain staff, and credibility with business partners, vendors and donors. An adequate cash reserve will even out cash flow peaks and valleys and help avoid monthly crisis management when payments are due.</p>	<p>Cash reserve fully funded by June 2016.</p>	<p>Incremental progress toward target dates is achieved annually.</p> <p>Progress is monitored quarterly and new targets set in the annual budget.</p>	<p>Finance Director and Board Treasurer</p>
<p><b>Operational Objectives</b></p> <ul style="list-style-type: none"> <li>a. Assess and project the amount of cash reserve needed.</li> <li>b. Develop a fundraising strategy/campaign to support development of the cash reserve.</li> <li>c. Create a yearly target amount</li> </ul>	<ul style="list-style-type: none"> <li>a. 6 months monthly building core needs to keep the lights on and key staff salaries</li> <li>b. Board Driven – Fund Development Committee</li> </ul>	<ul style="list-style-type: none"> <li>a. Due March., 2012.</li> <li>c. Due March 2012.</li> </ul>	<ul style="list-style-type: none"> <li>a. Dollar amount</li> <li>b. Fundraising plan</li> </ul>	<ul style="list-style-type: none"> <li>a. Staff</li> <li>b. Board &amp; volunteers</li> </ul>

<p><b>4. DIVERSIFY YCAP'S FUNDING BASE</b>  <b>Develop a more diversified and sustainable funding base.</b></p>	<p>A diversified funding base with reduced dependence on any single funding source is critical to the long-term sustainability of YCAP programs.</p>		<p>Success will be measured by a sustained high level of donations and increased diversity in grant funds.</p>	
<p><b>Operational Objectives</b></p> <ul style="list-style-type: none"> <li>a. Develop and fill a new program development director position.</li> <li>b. Develop a fund development committee to include YCAP board representation, community leaders, business leaders and current active donors.</li> <li>c. Review program funding sources annually. Take steps to diversify program funding that is overly reliant on one source.</li> </ul>	<ul style="list-style-type: none"> <li>a. Check w/Kresge for use of operational funding.</li> <li>b. Migrate CC committee into FD committee and add members</li> <li>c. Maintain Programs key to mission</li> </ul>	<ul style="list-style-type: none"> <li>a. June 2012</li> <li>b. January 2012</li> <li>c. Review July 2012 &amp; annually thereafter</li> </ul>	<ul style="list-style-type: none"> <li>a. position filled</li> <li>b. committee activated</li> <li>c. Minimum 3 funding sources</li> </ul>	<ul style="list-style-type: none"> <li>a. Executive Director</li> <li>b. Board Chair &amp; Executive Director</li> <li>c. Program Directors</li> </ul>

<p><b>5. YCAP STAFF</b>  <b>Attract, train and retain qualified staff to support YCAP.</b></p>	<p>Having a highly qualified staff is critical to achieving YCAP's program goals.</p>			
<p><b>Operational Objectives</b></p> <ul style="list-style-type: none"> <li>a. Conduct a market compensation analysis of YCAP jobs.</li> <li>b. Adjust YCAP salaries to ensure market competitiveness of total compensation.</li> <li>c. Develop and implement an agency-wide staff training plan.</li> <li>d. Ensure that internal controls and management systems are operating properly.</li> </ul>	<ul style="list-style-type: none"> <li>a. CAPO, work source &amp; National CAP org. for wage study comparison.</li> <li>b. Approve salary scale for YCAP</li> <li>c. Review staff needs, look to other CAP agencies &amp; community programs for mentorships, trainings</li> <li>d. Complete &amp; implement fiscal policies</li> </ul>	<ul style="list-style-type: none"> <li>a. Due March 2012</li> <li>b. Due June 2012</li> <li>c. Due June 2011</li> <li>d. Due June 2013</li> </ul>	<ul style="list-style-type: none"> <li>a. Pay analysis completed.</li> <li>b. Establish 5-year plan to align salaries with approved salary scale.</li> <li>c. Training analysis completed and curriculum developed.</li> <li>d. Fiscal policies in place</li> </ul>	<ul style="list-style-type: none"> <li>a. Executive Director &amp; Treasurer</li> <li>b. Board</li> <li>c. Program Directors</li> <li>d. Finance Director &amp; All</li> </ul>

<p><b>6. YCAP PROGRAMS</b></p> <p><b>Develop YCAP's program capacity to meet current and emerging needs in our community.</b></p>	<p>In order to best serve our community, it is important to maintain a dynamic, yet focused, array of YCAP program services. This will help avoid program stagnation, ensure that we meet client needs, optimize the use of our new facilities, and continue to earn the support of the community.</p>			
<p><b>Operational Objectives</b></p> <ul style="list-style-type: none"> <li>a. Organize and implement a Community Dialogue (forums, surveys, meetings) with community members, service partners, and staff to assess and prioritize community needs.</li> <li>b. Assess YCAP's ability to meet the needs identified in the Community Dialogue.</li> <li>c. Hire a Program Development Director whose work will focus on responding to the emerging needs identified through the Community Dialogue.</li> <li>d. Open a Youth Outreach Center in McMinnville.</li> </ul>	<ul style="list-style-type: none"> <li>a. Community needs assessment</li> <li>b. Staff review</li> <li>c.</li> <li>d. Program development requires fund/grants.</li> </ul>	<ul style="list-style-type: none"> <li>a. Due Jan 2013</li> <li>b. Due April 2013</li> <li>c. Due July 2012</li> <li>d. Due July 2012 if grant is successful</li> </ul>	<ul style="list-style-type: none"> <li>a. completed assessment &amp; forums</li> <li>b. review of program capability and grant potential</li> <li>c. Program Director in place</li> <li>d. YO Mac center open</li> </ul>	<ul style="list-style-type: none"> <li>a. Staff &amp; volunteers or other agencies</li> <li>b. Staff</li> <li>c. Executive Director</li> <li>d. Youth Outreach Director</li> </ul>