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COMMUNITY ACTION PARTNERSHIP OF HENNEPIN COUNTY (CAP-HC)

2017 - 2022 STRATEGIC PLAN

April 2017

COMMUNITY ACTION PARTNERSHIP
OF HENNEPIN COUNTY
STRATEGIC PLAN

The Community Action Partnership of Hennepin County Strategic Plan positions the organization to emerge as an aspirational leader among community action agencies in the country.

REPORT PREPARED BY:

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1.0   ABOUT THE COMMUNITY ACTION PARTNERSHIP OF HENNEPIN COUNTY (CAP-HC)

The Community Action Partnership of Hennepin County (CAP-HC) is a community action agency working across all of Hennepin County to improve the lives of low-income people.

CAP-HC is formerly known as the Community Action Partnership of Suburban Hennepin (CAPSH). In August of 2016, CAP-HC received Governor Dayton's Assurance Statement, officially recognizing it as the community action agency for the City of Minneapolis. This designation, which was the result of hard work by CAP-HC's staff and Board of Directors, is also a recognition of CAP-HC's positive impact in the community it has served since 1986.

CAP-HC offers services to individuals through outreach, energy assistance programs, homeownership services, food support, free tax assistance, legal services, employment counseling, and financial counseling. Additionally, CAP-HC's Planning & Development Department assists nonprofit and other service entities in becoming more effective.

1.1   CAP-HC MISSION

CAP-HC serves to ensure a life of dignity and opportunity for those in need throughout Hennepin County.

1.2   CAP-HC VISION STATEMENT

Hennepin County without poverty.

1.3   CAP-HC'S ORGANIZATIONAL VALUES

Strengthening Community. Community is the shared responsibility of individuals, families, and institutions; coming together we create community action.

Eliminating Barriers. Hennepin County residents are able to take actions that impact the quality of their lives.

Creating Opportunity. All community members are engaged and active in creating equal access to opportunities in Hennepin County.

2.0 ABOUT THE COMMUNITY ACTION PARTNERSHIP OF HENNEPIN COUNTY (CAP-HC) STRATEGIC PLAN

"The noblest search is the search for excellence."

– Lyndon B. Johnson

Community Action Partnership of Hennepin County (CAP-HC) has committed to a one, three, and five year strategic plan that will serve as its roadmap as it expands into its new Minneapolis service area.

Most importantly, this strategic plan positions the organization to emerge as a national leader among community action agencies.

The strategic plan is a culmination of an extensive research process and a broad stakeholder engagement activity outlined in two foregoing reports: the CAP-HC Scenario Based Think-Tank Workshop Report and the CAP-HC Stakeholder Engagement Report.

Timeline:

- Strategic Plan Process Started — January 2017
- Explore Trends and Implications for CAP-HC — February 2017
- Develop Plausible Scenarios of the Future / Think-Tank — March 2017
- Think-Tank Report — March 2017
- Stakeholder Engagement Sessions — March 2017
- Preferred Future and Action Planning — April 2017
- Stakeholder Engagement Report — April 2017
- Strategic Plan — April 2017

Think-Tank Workshop Report
March 2017

Stakeholder Engagement Analysis
April 2017

Strategic Plan
April 2017

3.0   HENNEPIN COUNTY COMMUNITY PROFILE

3.1   HENNEPIN COUNTY

Hennepin County is the most populous county in Minnesota. Ranging from a developed dense urban core, to built-out inner-ring suburbs, to rural agricultural land, Hennepin County is diverse. Hennepin, along with Ramsey County, is at the center of the Minneapolis-St. Paul metro area, the 16th most populous metropolitan area in the Country. Hennepin County has a population of 1.2 million people in 504,000 households. Minneapolis, Hennepin County's largest city, has a population of 412,517 and 177,000 households. Map 1 shows the location of Hennepin County, surrounded by Wright, Anoka, Ramsey, Dakota, Scott, and Carver counties, near the Minnesota-Wisconsin border.

There are 47 unique cities and townships and unorganized territories in (or partly within) Hennepin County. Map 2 shows the division of communities within Hennepin County (with some divisions labeled) and Table 1 shows the population of each of the communities in Hennepin County.

Map 1 Hennepin County located near the Minnesota-Wisconsin border.

Map 2 Hennepin County and communities within.

Table 1. Population and Percent of Population Below the Indicated Poverty Level

Place	Population	*Percent of Population Below the Indicated Poverty Level*					
		50%	100%	125%	150%	185%	200%
Hennepin County	*1,221,706[1]*	*5.6*	*12.5*	*16.0*	*19.6*	*24.6*	*26.7*
Bloomington	85,826	4.0	8.9	12.2	14.9	20.3	22.0
Brooklyn Center	30,684	8.5	19.2	26.2	32.8	39.5	44.1
Brooklyn Park	78,195	4.5	11.1	14.6	20.1	26.9	29.7
Champlin	23,731	1.5	3.4	5.1	8.9	12.2	13.9
Chanhassen	24,437	2.4	3.4	3.9	5.1	7.6	8.2
Corcoran	5,521	1.2	2.9	3.5	9.4	15.3	15.4
Crystal	22,607	4.5	10.1	13.6	16.9	22.6	25.8
Dayton	4,857	3.1	7	9.8	11.0	16.8	19.7
Deephaven	3,769	1.2	2.2	2.4	3.7	3.9	4.6
Eden Prairie	62,626	2.7	5	7.0	9.0	12.9	14.5
Edina	49,373	2.1	4.6	6.1	8.7	11.5	12.5
Excelsior	2,146	4.0	10.6	16.0	19.2	26.0	27.9
Golden Valley	20,866	2.3	8.2	9.5	12.5	17.2	18.5
Greenfield	2,863	1.9	2.3	2.7	4.8	7.7	8.1
Greenwood	790	0.8	1.1	1.4	1.4	3.7	4.7
Hanover	3,006	0.8	1.2	1.8	2.4	6.0	8.6
Hopkins	17,992	7.2	15.1	20.9	29.6	35.4	38.5
Independence	3,671	2.3	2.5	2.6	3.1	9.1	11.0
Long Lake	1,803	2.6	6.2	9.7	14.1	18.2	19.5
Loretto	709	2.0	4.2	5.4	7.5	12.0	12.7
Maple Grove	65,687	2.6	5.1	6.3	7.8	9.1	10.2
Maple Plain	1,851	1.5	6.8	12.9	14.1	20.4	23.0
Medicine Lake	345	3.8	4.1	4.1	5.2	6.1	7.8
Medina	5,378	0.2	4.7	4.9	9.8	9.9	10.4
Minneapolis	412,517[1]	10.1	21.9	27.2	31.7	37.9	40.3
Minnetonka	51,249	2.5	5.4	6.9	8.5	12.4	14.3
Minnetonka Beach	570	0.0	0	0.5	0.5	1.8	6.8
Minnetrista	6,810	1.6	6.4	7.2	7.6	9.8	13.1
Mound	9,249	5.1	7.6	8.3	11.9	18.1	18.9
New Hope	20,775	4.7	12	19.4	26.0	32.1	35.2
Orono	7,795	3.0	4.1	5.8	7.2	8.4	8.6
Osseo	2,555	3.3	7.4	11.2	16.0	23.5	27.4
Plymouth	73,896	2.4	5.8	7.8	9.3	12.6	14.7
Richfield	36,059	5.5	12.9	17.9	21.3	28.4	31.2
Robbinsdale	14,289	4.1	12.8	15.3	17.2	22.8	25.2
Rockford	4,218	3.9	12.8	16.0	23.2	30.4	30.4
Rogers	12,002	1.4	2.1	3.2	3.7	5.4	6.1
St. Anthony	8,662	1.7	6.1	11.1	15.0	23.5	28.1
St. Bonifacius	2,472	2.2	5.3	6.5	7.2	11.6	16.1
St. Louis Park	47,043	3.2	8.1	11.1	14.8	18.7	20.9
Shorewood	7,509	0.5	3	4.9	7.6	9.8	10.6
Spring Park	1,731	4.6	9	13.9	15.4	23.2	27.4
Tonka Bay	1,481	0.3	1.3	3.1	3.6	9.8	10.4
Wayzata	4,166	1.7	5	7.3	10.9	14.7	16.3
Woodland	443	2.3	2.9	2.9	3.8	5.9	6.8

[1]Metropolitan Council Estimates. All others, 2015 5-year American Community Survey

3.1.1   INCOME POVERTY AND DIVERSITY

Hennepin County is wide-ranging regarding measures related to income, poverty, and diversity. The median household income for Hennepin County is 65,800 dollars, ranging from under 12,000 to over 190,000 dollars in some census tracts. Percent population living below 150 percent of the poverty line is shown by census tract in Map 3. Generally, the regions of greatest poverty are towards the urban core, and northwest of the urban core. These areas may represent areas of greater need.

Race by percent of Hennepin County is shown in Table 2. The largest population segment is White at 73.5 percent, followed by Black or African American at 11.9 percent, Asian at 6.7 percent, American Indian and Alaskan Native at 0.7 percent of the population. 2.5 percent of the population is another race, 3.4 percent is two or more races, and 6.6 percent of the population is of Hispanic or Latino origin (of any race).

Table 2. Race by Percent of Hennepin County Population

White	*73.5*
Black or African American	*11.9*
American Indian and Alaskan Native	*0.7*
Asian	*6.7*
Native Hawaiian and Pacific Islander	*0.0*
Some other race	*2.5*
Two or more races	*3.4*
Hispanic or Latino origin (of any race)	*6.6*

2015 5-year American Community Survey

Sources:

- Bureau of Labor Statistics. 2015 Quarterly Census of Employment and Wages, Annual Averages. Accessed online at bls.gov/cew. April 2017.

- US Census Bureau. 2015 5-year American Community Survey. Accessed online at Factfinder.gov. April 2017.

- US Census Bureau. 2010 Decennial Census. Accessed online at Factfinder.gov. April 2017.

- Metropolitan Council. Community Facts Page Hennepin County, Minneapolis. Accessed online at stats.metc.state.mn.us/profile. April 2017.

4.0 RESULTS ORIENTED MANAGEMENT AND ACCOUNTABILITY (ROMA)

Results Oriented Management and Accountability (ROMA) provides a framework for continuous growth and improvement among hundreds of community action agencies and provides a basis for state leadership and assistance toward those ends. These six broad anti-poverty goals are:

Goal 1: **Low-income people become more self-sufficient.**

Goal 2: **The conditions in which low-income people live are improved.**

Goal 3: **Low-income people own a stake in their community.**

Goal 4: **Partnerships among supporters and providers of service to low-income people are achieved.**

Goal 5: **Agencies increase their capacity to achieve results.**

Goal 6: **Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.**

Tangible, realistic, specific and measurable goals have been developed in this Community Action Partnership of Hennepin County Strategic Plan. The ROMA goals above are integrated throughout this strategic plan. Additionally, each strategic objective and action item outlined in this strategic plan has a timeline and an accountability framework.

ASSESSMENT Community needs and resources, agency data

PLANNING Use agency mission statement and assessment data to identify results and strategies

The Results Oriented Management and Accountability Cycle

EVALUATION Analyze data, compare with benchmarks

IMPLEMENTATION Services and strategies produce results

ACHIEVEMENT OF RESULTS Observe and report progress

5.0   ROMA NEXT GENERATION (ROMA NG)

In addition to the existing ROMA Goals framework, this strategic plan was informed by the proposed ROMA Next Generation (ROMA NG), which is a system for continuous quality improvement to enable the network to measure, analyze and communicate performance.

While ROMA NG is not yet in its final form, the ROMA NG framework is likely to go into full implementation in the 2018 fiscal year reporting period. CAP-HC will tailor the agency's strategic goals to the proposed ROMA NG goals framework. CAP-HC specifically strives to be an agency of continuous learning and improvement which fits perfectly with the proposed ROMA NG framework.

The three ROMA NG goals are:

ROMA NG1   **Individuals and families with low incomes are stable and achieve economic security.**

ROMA NG2   **Communities where people with low incomes live are healthy and offer economic opportunity.**

ROMA NG3   **People with low incomes are engaged and active in building opportunities in their communities.**

ROMA NG themes emerge throughout this strategic plan. The National Community Action Network Theory of Change is a foundational document that was a guiding resource for this strategic plan. The National Community Action Network Theory of Change is attached hereto as Appendix A.

6.0   SCENARIO PLANNING - EXPECTED AND PREFERRED DESCRIPTION

The scenario planning work was conducted with a group of stakeholders made up of the CAP-HC Board of Directors and Senior Leadership Staff during a Think-Tank workshop held on March 4, 2017. This workshop was part of a broader stakeholder engagement process leading up to this strategic plan.

The stakeholders explored the future and developed plausible future scenarios, looking out as far as 2025. The expected future is the one they deemed most likely to occur if there is 'no change in what they are currently doing' and the preferred future is the desired outlook for CAP-HC.

6.1   EXPECTED FUTURE "LESS WITH LESS"

Restricted by government requirements, CAP-HC's programs become more limited and subject to cutbacks. CAP-HC services expand in federally focused program areas, but there is significant more competition for federal funding and local needs are overlooked.   CAP-HC focuses on maintaining programs and client base instead of expansion of programs that break poverty cycles. CAP-HC is less secure and must remain responsive to new federal program trends instead of tailoring programs to local client needs.
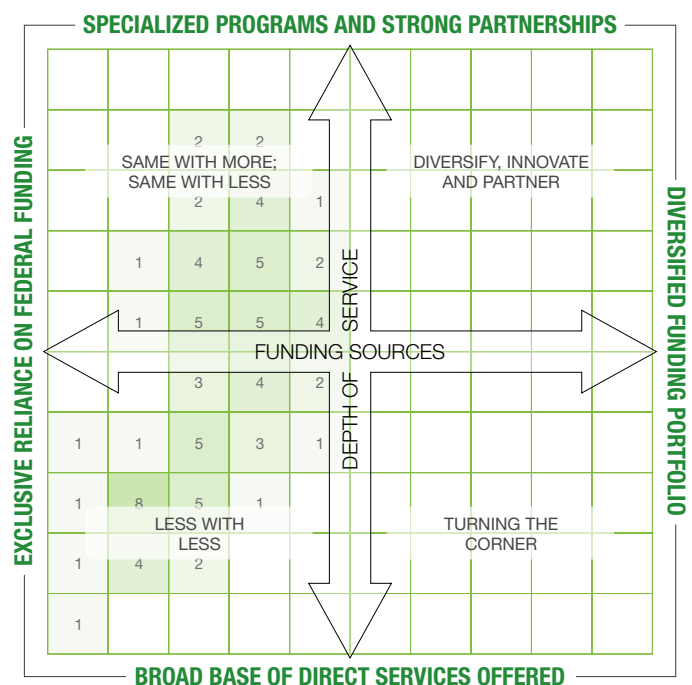
6.2 PREFERRED FUTURE SCENARIO "DIVERSIFY, INNOVATE AND PARTNER"

A diversified funding stream increases opportunities to support more innovative poverty reduction programs. CAP-HC Board Members are more involved in fundraising and leverage community contacts and partnerships to fit services to clients' needs. Increased use of technology allows for more efficiency of services. Staff are more diverse and matches the client base. CAP-HC increase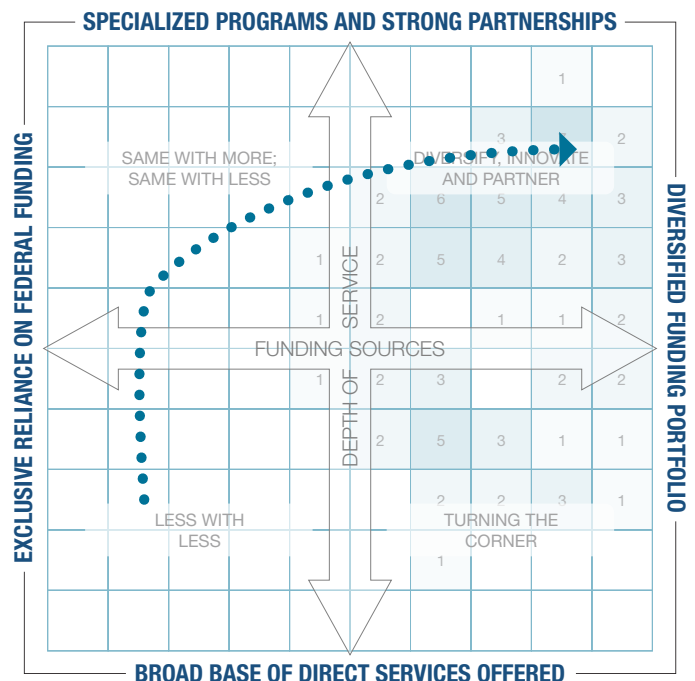s its ability to act as convener and partner with a more diverse set of service organizations. Several organizations from across the community have become stronger CAP-HC partners and have strengthened each other's programs, improving the quality of life of the Hennepin County community, and creating opportunities for people to thrive.

Scenario matrix chart:
- Top axis: SPECIALIZED PROGRAMS AND STRONG PARTNERSHIPS
- Left axis: EXCLUSIVE RELIANCE ON FEDERAL FUNDING
- Right axis: DIVERSIFIED FUNDING PORTFOLIO
- Bottom axis: BROAD BASE OF DIRECT SERVICES OFFERED
- Horizontal center: FUNDING SOURCES
- Vertical center: DEPTH OF SERVICE
- Quadrant labels: SAME WITH MORE; SAME WITH LESS — DIVERSIFY, INNOVATE AND PARTNER — LESS WITH LESS — TURNING THE CORNER

6.3 CAP-HC'S PATH TO THE PREFERRED SCENARIO

The path from "Less with Less" to "Diversify, Innovate and Partner" will not be a direct or linear path. Based upon the input from interviews and the Think Tank session, Future iQ recommends that the optimum scenario path will be through "Same with More, Same with Less." This scenario path is the fundamental basis for the design and priorities of the Strategic Plan, utilizing CAP-HC's current strengths, then moving towards a more diversified and innovative path.

Scenario matrix chart:
- Top axis: SPECIALIZED PROGRAMS AND STRONG PARTNERSHIPS
- Left axis: EXCLUSIVE RELIANCE ON FEDERAL FUNDING
- Right axis: DIVERSIFIED FUNDING PORTFOLIO
- Bottom axis: BROAD BASE OF DIRECT SERVICES OFFERED
- Horizontal center: FUNDING SOURCES
- Vertical center: DEPTH OF SERVICE
- Quadrant labels: SAME WITH MORE; SAME WITH LESS — DIVERSIFY, INNOVATE AND PARTNER — LESS WITH LESS — TURNING THE CORNER

7.0   STRATEGIC VISION AND GOALS

Stakeholders universally supported the concept of further evolving the agency and turning it into a nationally acclaimed Community Action Partnership. As a preferred future stakeholders named "Diversify, Innovate and Partner."

In order to reach the preferred future, stakeholders reinforced the need to strengthen partnerships and community outreach, be purposeful about program initiatives, build organizational capacity, leverage technology, and establish a more diversified and sustainable funding base.

The goals set forth in this document aim to identify a strategic framework with a series of focused actions that can be achieved over five years. In most cases, the actions are intended to be catalytic, such that they provoke new ideas and actions. Recommendations are targeted to specific actions that can help steer CAP-HC towards the preferred "Diversify, Innovate and Partner" future:

STRATEGIC GOALS

1 — Partnerships and Community Engagement

2 — Program Initiatives

3 — Organizational Capacity Building

4 — Leverage Technology / Operational Modernization

5 — Diversification of CAP-HC's Funding Base

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7.1   STRATEGIC GOAL 1: PARTNERSHIPS AND COMMUNITY ENGAGEMENT

As CAP-HC expands its service area into Minneapolis, new and stronger partnerships become a crucial aspect of the organization's operations and allow CAP-HC to better serve its clients while taking its funding dollars much further.

Throughout the stakeholder engagement sessions, it was repeatedly identified that multiple organizations exist, but are not operating in the optimal degree of integration and coordination. The engagement sessions also identified that smaller organizations throughout Hennepin County see CAP-HC as the connector and look to it for guidance and support.

STRATEGIC ACTIONS

Create a Master Inventory of Partner Organizations and their services

- A comprehensive and thoughtful inventory would serve to highlight gaps in services in the community, and assist in analyzing the needs of the Hennepin County community.

RG4 RG5 ROMA NG2 ROMA NG3

Foster Strong and Intentional Partnerships with the Shared Goal of Creating Positive Systemic Change for the Community. Setting Measurable Outcomes for this Group.

- CAP-HC would serve as conduit for partnerships among Hennepin County Organizations and could, for example, host monthly meetings to address pertinent topics and enhance engagement and collaboration among members.

RG4 RG5 ROMA NG2 ROMA NG3

Increase and Deepen CAP-HC's Community Engagement

- CAP-HC would move from a model of community outreach to true community engagement. A network of community leaders that serve as multipliers of CAP-HC's objectives could, for example, be a channel of meaningful engagement.

RG3 RG5 ROMA NG2 ROMA NG3

Increase CAP-HC's Visibility in the Community

- Improved visibility of CAP-HC and its services broadens CAP-HC's reach. This allows CAP-HC to further its goals by providing services to more members of the community.

RG1 RG2 RG3 RG6 ROMA NG2 ROMA NG3

"Alone we can do so little; together we can do so much."

– Helen Keller

2

7.2 STRATEGIC GOAL 2: PROGRAM INITIATIVES

The ultimate goals of CAP-HC's program initiatives are to create an environment where individuals are stable, have economic security, and are self-sufficient. Through the stakeholder engagement sessions, the need to thoroughly understand the community and its needs was emphasized.

Additionally, stakeholders highlighted the need to gather insightful data relating to the specific present and potential future needs of the community as well as a solid strategic framework to respond to the changing needs of the community.

STRATEGIC ACTIONS

Community Needs Assessment: Enhance Organizational Capacity to Assess the Specific Current and Future Needs of the Community

RG1 RG2 RG3 RG5 RG6 ROMA NG1 ROMA NG2 ROMA NG3

- Assessing community needs requires thoughtful and engaging solutions for gathering data on community needs. This can be achieved by establishing a framework of ongoing data compilation as it relates to the needs of the community members, hosting in-person forums, and creating foresight intelligence that provides actionable insights on the expected future needs of the community.

Focus on the Needs of the Community and Establish or Enhance Programs to Fill in the Gaps Highlighted by the Community Needs Assessment

RG1 RG2 RG3 RG5 RG6 ROMA NG1 ROMA NG2 ROMA NG3

- Where CAP-HC lacks the capacity to meet established needs, strong partnerships will be formed to ensure those needs are addressed.

Utilize Data from the Community Needs Assessment to Conduct an Analysis to Ensure that Individual Programs Contribute to the Stability of Individuals, Family, and Community

RG5 RG6 ROMA NG2 ROMA NG3

- Establish a staff program outcome evaluation committee to measure and report on performance metrics across the agency.
- Form a board committee to review performance metrics and review CAP-HC's work plan in the context of the community needs assessment.

"It takes nothing to stay in poverty, but everything to break free from it."

– Idowu Koyenikan

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7.3 STRATEGIC GOAL 3: ORGANIZATIONAL CAPACITY BUILDING

CAP-HC has seen sustained staffing growth over the past decade. A thoughtful and intentional organizational capacity building program will allow CAP-HC to attract and retain the best staffing talent, engaged board members and committed volunteers.

STRATEGIC ACTIONS

Establish a Culture of Excellence within CAP-HC

RG5 ROMA NG2

- CAP-HC striving for excellence will influence every decision taken within the organization. CAP-HC will foster continuous improvement through staff-driven professional development opportunities. Some examples include: increase the number of Certified Community Action professionals, ROMA trainers, and implementation of staff wide certification programs.

Enhance Internal Communications Program for Effective Organization Wide Communication

RG5 ROMA NG2

- By expanding the reach and relevance of its internal communication's program, CAP-HC can increase staff engagement and allow for a deeper connection with volunteers.

Implement Comprehensive HR Plan

RG5 ROMA NG2

- A comprehensive HR plan that ensures a competitive salary package and benefit structure will inspire and equip CAP-HC's staff to develop their full potential. Such plan would build an environment supportive of performance and growth. A thoughtful cross training and succession planning program will ensure CAP-HC can be prepared for unexpected changes.

Establish a Board of Directors Development Program

RG5 ROMA NG2

- A Board of Directors Development program would ensure board members have the tools needed to provide effective governance and lead the organization's future strategy. Such a program could include: an enhanced Board of Directors manual, initiatives aimed at ensuring success of board members, furthering opportunities for board members to be involved in programs, advocacy training, fundraising and fundraising trainings, and an updated and enhanced ROMA Next generation training.

Establish a Volunteer Training Program

RG5 ROMA NG2

- A Volunteer training program aimed at fully utilizing and appreciating volunteers' efforts would be a key action item for CAP-HC. The program would educate volunteers on CAP-HC's programs, enhance volunteer appreciation efforts and provide information for volunteers to be fully engaged with the organization.

"Make Change your best friend"

– Inge Thulin

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7.4   STRATEGIC GOAL 4: LEVERAGE TECHNOLOGY / OPERATIONAL MODERNIZATION

Technology is a key aspect of a vibrant and thriving organization. The engagement process identified the need for a modernization of the agency's technology in order to achieve a more efficient intake process, reduce duplicate data entry, and allow CAP-HC to have a better understanding of its client base.

STRATEGIC ACTIONS

○ **Establish a Technology Working Group**   RG5   ROMA NG2

- A technology working group would benchmark technology use within CAP-HC and explore solutions used by other Community Action agencies. The working group would inventory CAP-HC's processes that would benefit from the enhanced use of technology, identifying the biggest areas of improvement.

○ **Streamline Intake Process and Explore the Development of a Technology Based Intake Form**   RG5   ROMA NG2

- Explore the feasibility of an electronic centralized intake process that captures program specific information.

○ **Maximize CAP-HC's Internal Workflow**   RG5   ROMA NG2

- Utilize technology to improve internal workflow processes and explore the use of a staff portal.

> "Once a new technology rolls over you, if you're not part of the steamroller, you're part of the road."
>
> – *Stewart Brand*

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7.5   STRATEGIC GOAL 5: DIVERSIFICATION OF CAP-HC'S FUNDING BASE

Develop and implement a diverse funding base that is more sustainable and will better position CAP-HC for future success.

STRATEGIC ACTIONS

Create a Board Fund Development Committee

- Ensure every board member is trained on roles and responsibilities along with training on best practices for board fund development. Committee would meet regularly to enhance fund development.

Create an Ambitious and Innovative Fundraising Plan

- CAP-HC's fundraising plan would set up a private foundation and corporate grant strategy, explore funding sources available to fund the entire Hennepin County and also some that are Suburban Hennepin and/ or Minneapolis specific. Explore the creation of an individual donor program, and create an evaluation and assessment framework for the fundraising plan.

**Strive for a 95% | 4% | 1% Funding Mix**

- CAP-HC would strive for a desired funding mix budget comprised of 95% government grants, 4% private foundations and corporate grants, and 1% individual donors.

> ## "Helping people doesn't have to be an unsound financial strategy."
> *– Melinda Gates*

Target Funding Mix

- Individual Donors
- Private Foundations and Corporate Grants
- Government Grants
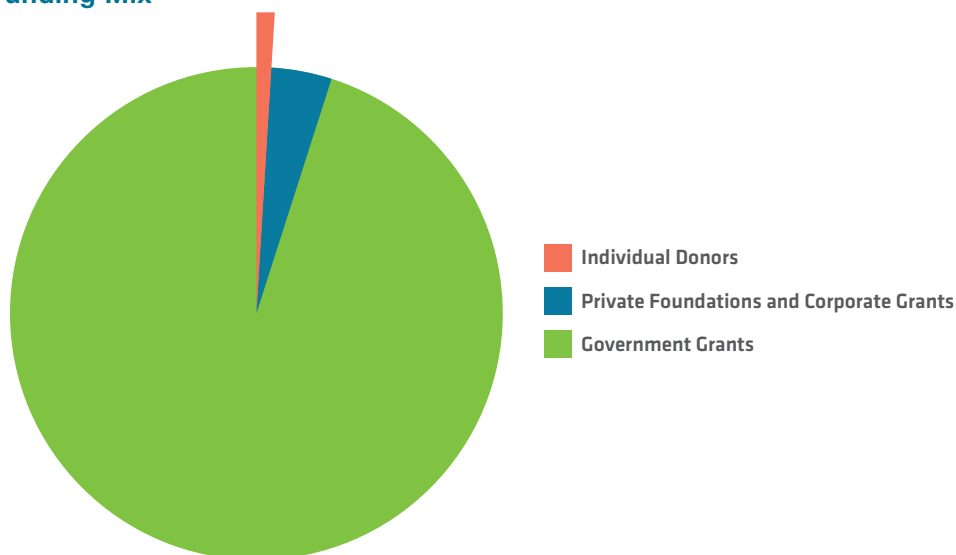
8.0   PLAN EXECUTION / TIMELINE MATRIX

1. 2017 Create a Master Inventory of Partner Organizations and their services

2. 2017 Establish a technology working group

3. 2017 Implement Comprehensive HR Plan

4. 2018 Establish a culture of Excellence within CAP-HC

5. 2018 Establish a board of directors training and development program.

6. 2018 establish a board of directors fund development committee.

7. 2018 Establish a volunteer training program.

8. 2018 Community Needs Assessment: Enhance the framework used to assess the specific current and future needs of the community

9. 2018 Foster strong and intentional partnerships with the shared goal of creating positive systemic change for the community. Setting measurable outcomes for this group.

10. 2018 Create an Ambitious and Innovative Fundraising Plan

11. 2019 Establish a Program Outcome Evaluation Taskforce

12. 2019 Increase and deepen CAP-HC's community engagement

13. 2019 Enhance Internal Communications program for effective organization wide communication

14. 2019 Increase CAP-HC's visibility in the community

15. 2020 Focus on programs CAP-HC does well independently and strengthen or establish partnerships for the delivery of other service

16. 2020 Ensure evaluation and assessment of programs are translating into effectively meeting the needs of the community

17. 2021 Explore the feasibility of a centralized CAP-HC client portal that effectively communicates with relevant database

18. 2022 Strive for a 95% | 4% | 1% Funding Mix
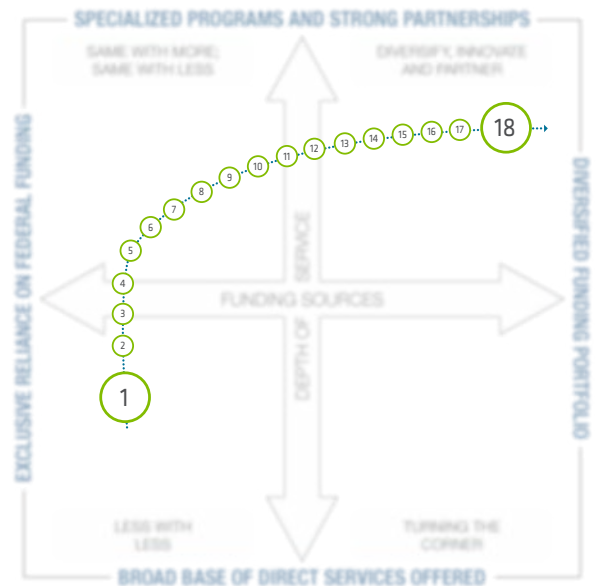
9.0 ABOUT FUTURE IQ

Future iQ is a market leader in the development and application of scenario planning; network analysis, industry and regional analysis, and community engagement and capacity building. Future iQ specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. With over a decade of business experience, the company has grown to have a global clientele spanning three continents.

To learn more about Future iQ, and our recent projects visit www.future-iq.com or by email at info@future-iq.com

Report and Scenario Planning workshop prepared by:

DAVID BEURLE, CEO, FUTURE IQ

As CEO of Future iQ, David specializes in creating future planning approaches for the use in regional, community and organizational settings. David has worked in the field of organizational and regional economic and community planning for over 20 years. His work in community and economic development has earned his work international, national and state awards.

JULIANA PANETTA, IN-HOUSE ATTORNEY, ENGAGEMENT SPECIALIST

Juliana Panetta has a Juris Doctor from Mitchell Hamline School of Law. She is originally from São Paulo, Brazil, where she attended the University of São Paulo (USP) before moving to Minnesota and completing her Bachelor's Degree in International Relations. Besides her work as in- house attorney and engagement specialist at Future iQ, Juliana dedicates her spare time on a pro bono basis to immigration clients in Minnesota, and lends her Portuguese language skills to Children's HeartLink.

HEATHER BRANIGIN, VICE PRESIDENT, BUSINESS DEVELOPMENT

Heather has an academic background in Political Science, International Relations and Education and is committed to helping people understand global interconnectedness and collaboration. She is past President and current Advisory Council member of the United Nations Association of Minnesota and has worked for over 20 years in the fields of international education and development.

MARCUS GRUBBS, MURP, AICP, PLANNING SPECIALIST

Marcus is a certified Planner with an academic background in Urban and Regional Planning and Environmental Studies. He recently completed a Graduate Research Fellowship with the University of Minnesota – Twin Cities, managing a research collaborative exploring the future of agricultural production, economic development, and environmental conservation in Southern Minnesota. Marcus chairs a non-profit policy committee and participates in the Big Brother program.

10.0 ACKNOWLEDGMENTS

We would like to thank CAP-HC's Board of Directors, CAP-HC's staff directors and especially Scott Zemke, Executive Director, Kim Mongoven, Director of Planning & Development, and Mary Brindle, Board of Directors Chair, for the significant time and effort put into the planning and execution of this strategic plan.

11.0 FOR MORE INFORMATION

For more information on the Community Action Partnership of Hennepin County please contact:

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APPENDIX A - THE NATIONAL COMMUNITY ACTION NETWORK THEORY OF CHANGE

The National Community Action Network Theory of Change

Community Action Goals

Individuals and families with low incomes are stable and achieve economic security.

Communities where people with low incomes live are healthy and offer economic opportunity.

People with low incomes are engaged and active in building opportunities in communities.

Services and Strategies
(some examples from the network)

- Health Assessment
- Housing Placement
- Family Support Services
- Employment Coaching
- Educational Programs
- Policy Change
- Community Development
- Partnerships
- Collective Impact
- Advocacy

Community Action Core Principles

- Recognize the complexity of the issues of poverty
- Build local solutions specific to local needs
- Support family stability as a foundation for economic security
- Pursue positive individual, family and community level change

- Maximize involvement of people with low incomes
- Engage local community partners and citizens in solutions
- Leverage state, federal and community resources
- Advocate for systemic change

Performance Management

How Well Does the Network Operate?

What Difference Does the Network Make?

Network Excellence

- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System

Robust Results

- National Performance Indicators for Individuals and Families
- National Performance Indicators for Communities

A national network of over 1,000 high-performing Community Action Agencies, State Associations, State offices, and Federal partners supported by the Community Services Block Grant (CSBG) to mobilize communities to fight poverty.

To learn more, check out the Community Action Theory of Change Report. www.nascsp.org

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