



# CAPNEMO's Strategic Plan 10/1/21 - 9/30/24



Prepared By:  
 **New Chapter**  
COACHING, LLC



## **MISSION STATEMENT**

**OUR MISSION IS TO ASSIST AND EMPOWER INDIVIDUALS, FAMILIES,  
AND COMMUNITIES TO ACHIEVE THEIR GREATEST POTENTIAL.**

# **CAPNEMO's Strategic Plan**

## **10/1/21 - 9/30/24**

**Executive Director  
Matilda Small**

**Consultant, New Chapter Coaching  
Olivia Swanson**

**Project Manager  
Traci Lawrence**

**Planning Team  
Eric Amini-Rad  
Jessica Berry  
Terri Cross  
Melissa Hocker  
Karrie Maag  
James Robertson  
Bryan Thomas  
Eric Tillotson  
Edna Whitlock**

**Approved by Board of Directors  
September 28, 2021**

# Strategic Priorities





# Outcomes & Performance Goals

## Community Impact

---

### Outcome One:

Increase opportunities for parenting education.

#### Performance Goal:

- 50 parenting education participants will achieve their individualized MIS target goals by 9/30/24.

### Outcome Two:

Increase housing opportunities.

#### Performance Goal:

- The number of housing units owned by CAPNEMO will increase by 4 units by 9/30/24.

### Outcome Three:

Increase the number of people we serve.

#### Performance Goal:

- The number of people we serve will increase by 10% year over year by 9/30/24.

## Stable Workforce

---

### Outcome One:

Strengthen communication within CAPNEMO.

#### Performance Goals:

- Agency-wide survey results will indicate that 80% of CAPNEMO staff "agree" or "strongly agree" that they feel heard by CAPNEMO leadership by 9/30/24.
- Agency-wide survey results will indicate that 80% of CAPNEMO staff "agree" or "strongly agree" that receive necessary information to effectively perform their job by 9/30/24.

### Outcome Two:

Increase managers' ability to successfully coach their employees.

#### Performance Goal:

- Voluntary turnover will decrease by 15% by 9/30/24.

### Outcome Three:

Improve agency pay scale.

#### Performance Goals:

- CAPNEMO compensation will increase as necessary to match the compensation of similar or competing agencies by 9/30/24.

### Outcome Four:

Improve employee morale.

#### Performance Goals:

- Agency-wide survey results will indicate that 85% of CAPNEMO staff "agree" or "strongly agree" that they felt their direct supervisor provided necessary tools and support to successfully do their job, year over year by 9/30/24.

## Financial Sustainability

---

### Outcome One:

Increase total funding.

#### Performance Goal:

- Increase number of total OAI applicants by 30% by 9/30/24.

### Outcome Two:

Increase unrestricted funding.

#### Performance Goal:

- Increase the number of OAI staff participating in All Staff Chats to 50% on average by 9/30/24.
- Increase the number of staff opening priority correspondence to 75% by 9/30/24.

### Outcome Three:

Increase reserves.

#### Performance Goals:

- Decrease voluntary turnover of staff by 25% year after year by 9/30/24.

### Outcome Four:

Improve efficient budget management.

#### Performance Goals:

- The amount of operational expenses will decrease by 5% by 9/30/24.

**CAPNEMO's Strategic Plan**  
**10/1/21 – 9/30/24**

**Strategic Priority Area One: Community Impact**

Outcome <i>Outcomes we are willing to hold ourselves accountable for</i>	Performance Goal <i>What we will measure about our outcome and what is the goal for this measurement</i>	Annual Performance Goal			Actions <i>Intentional actions we will take to achieve our desired outcomes</i>
		9/30/22	9/30/23	9/30/24	
Increase opportunities for parenting education.	50 parenting education participants will achieve their individualized MIS target goals by 9/30/24.	0 participants	15 participants	35 participants	<ul style="list-style-type: none"> <li>▪ Train additional facilitators for SMART Connections (10/31/21, 10/31/22, 10/31/23).</li> <li>▪ Develop training plan for new classes (to include identifying partnerships, curriculum, scheduling, identify trainers/which program will have this responsibility, platform, materials, resources, incentives, etc.) (7/31/22).</li> <li>▪ Develop and implement marketing strategies to communicate and promote the program (i.e., fairs, PTA meetings) (9/30/22).</li> <li>▪ Train facilitators (9/30/22).</li> <li>▪ Offering classes (10/1/22 - 9/30/24).</li> <li>▪ Offer additional services on an individual basis as identified (10/1/22 - 9/30/24).</li> </ul>
Increase housing opportunities.	The number of housing units owned by CAPNEMO will increase by 4 units by 9/30/24	0 units	2 units	2 units	<ul style="list-style-type: none"> <li>▪ Develop Construction Plan with estimated costs and timeline (3/31/22 and 3/31/23).</li> <li>▪ Apply for grants and partnership outreach (4/30/22 and 4/30/23).</li> <li>▪ Develop final timeline and scope of work then collect bids (10/1/22 and 10/1/23).</li> <li>▪ Purchase land and materials/break ground (1/1/23 and 1/1/24).</li> <li>▪ Complete construction (9/30/23 and 9/30/24).</li> </ul>
Increase the number of people we serve.	The number of people we serve will increase by 10% year over year by 9/30/24	10%	10%	10%	<ul style="list-style-type: none"> <li>▪ Training all Agency Staff (9/30/22, 23, 24).</li> <li>▪ MOU travel to each county (11/30/21).</li> <li>▪ CSBG and Head Start representatives attend service groups in all 5 counties (11/30/21).</li> <li>▪ Contact utility company to promote our programs</li> </ul>

**CAPNEMO's Strategic Plan  
10/1/21 – 9/30/24**

					<p>(11/30/21).</p> <ul style="list-style-type: none"> <li>▪ Update/improve website (improve functionality) (11/30/21).</li> <li>▪ Improve and implement PR plan to emphasize promotion of all programs and employment opportunities, including social media (11/30/21).</li> <li>▪ Recording informational videos regarding programs and put on our website and other channels (1/30/21)</li> </ul>
--	--	--	--	--	---

**Strategic Priority Area Two: Stable Workforce**

<b>Outcome</b> <i>Outcomes we are willing to hold ourselves accountable for</i>	<b>Performance Goal</b> <i>What we will measure about our outcome and what is the goal for this measurement</i>	<b>Annual Performance Goal</b>			<b>Actions</b> <i>Intentional actions we will take to achieve our desired outcomes</i>
		<b>9/30/22</b>	<b>9/30/23</b>	<b>9/30/24</b>	
Strengthen communication within CAPNEMO.	Agency-wide survey results will indicate that 80% of CAPNEMO staff "agree" or "strongly agree" that they feel heard by CAPNEMO leadership by 9/30/24.	70%	75%	80%	<ul style="list-style-type: none"> <li>▪ Begin or make more consistent meetings between directors and their teams, in which there is time for open communication (10/1/2021).</li> <li>▪ Develop and implement a plan to hold CQI committee-led meetings to drive open communication and communicate feedback to directors (1/31/2022).</li> <li>▪ Create and update a visual "What's Going On" board/ Employee Spotlight (10/1/2021 and ongoing monthly).</li> <li>▪ Develop and implement schedule for Central Office Staff to go out into the county facilities (NOT MOU) (11/1/2021 and ongoing monthly).</li> <li>▪ Hold Meet n Greet all staff meetings (12/31/2021 and ongoing a minimum three times per year).</li> </ul>
	Agency-wide survey results will indicate that 80% of CAPNEMO staff "agree" or "strongly agree" that receive necessary information to effectively perform their job by 9/30/24.	70%	75%	80%	

**CAPNEMO's Strategic Plan  
10/1/21 – 9/30/24**

<p>Increase managers' ability to successfully coach their employees.</p>	<p>Voluntary turnover will decrease by 15% by 9/30/24</p>	<p>5%</p>	<p>5%</p>	<p>5%</p>	<ul style="list-style-type: none"> <li>▪ Managers lead monthly engagement with their staff (one-on-one meetings with each employee, team meetings, discussions of what is going well and what needs improvement on both sides) (10/1/2021 and ongoing monthly).</li> <li>▪ Hold annual manager improvement training (topics may include the following: how to provide encouragement and support, how to take critical feedback as a manager/leader) (1/31/22, 1/31/23, 1/31/24).</li> <li>▪ Provide cross-training to managers to enable them to be able to fill in for any of their staff and/or train others) (12/1/2021).</li> </ul>
<p>Improve agency pay scale.</p>	<p>CAPNEMO compensation will increase as necessary to match the compensation of similar or competing agencies by 9/30/24.</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>	<ul style="list-style-type: none"> <li>▪ Conduct and study wage comparability to determine how our pay scale compares to similar or competing agencies (11/1/21).</li> <li>▪ Update our agency pay scale and levels (11/30/21).</li> <li>▪ Consider merit increases for employment years (8/1/22).</li> </ul>
<p>Improve employee morale.</p>	<p>Agency-wide survey results will indicate that 85% of CAPNEMO staff "agree" or "strongly agree" that they felt their direct supervisor provided necessary tools and support to successfully do their job, year over year by 9/30/24.</p>	<p>Obtain baseline data from satisfaction survey</p>	<p>10% increase in employee satisfaction</p>	<p>10% increase in employee satisfaction</p>	<ul style="list-style-type: none"> <li>▪ Develop an employee appreciation program (3/31/21).</li> <li>▪ Implement an employee appreciation program (5/1/21).</li> <li>▪ Implement annual payroll breakdown to emphasize/educate employees on the costs of benefits they receive in addition to their wage (end of program year 2022, 2023, 2024).</li> <li>▪ Engage in a team building service/activity (i.e., strengths survey, language of appreciation in the workplace, Q12) (5/1/22).</li> <li>▪ Train managers on how to use the information gained in the previous step to improve morale (8/1/22).</li> </ul>

**CAPNEMO's Strategic Plan**  
**10/1/21 – 9/30/24**

**Strategic Priority Area Three: Financial Sustainability**

Outcome <i>Outcomes we are willing to hold ourselves accountable for</i>	Performance Goal <i>What we will measure about our outcome and what is the goal for this measurement</i>	Annual Performance Goal			Actions <i>Intentional actions we will take to achieve our desired outcomes</i>
		9/30/22	9/30/23	9/30/24	
Increase total funding.	The amount of total funding dollars will increase by 10% by 9/30/24.	Research and application	5% increase	5% increase	<ul style="list-style-type: none"> <li>▪ Research funding opportunities that match our mission (i.e., consider expanding current grants such as State EHS) (3/31/22).</li> <li>▪ Seek out new partnerships (6/30/22, 6/30/23).</li> <li>▪ Apply for other grant opportunities (9/30/22, 9/30/23).</li> <li>▪ Implement grants as awarded (TBD in alignment with when grants are awarded).</li> </ul>
Increase unrestricted funding.	The amount of unrestricted funding will increase by 30% by 9/30/24.	5% increase	10% increase	15% increase	<ul style="list-style-type: none"> <li>▪ Identify a fundraising committee (10/31/21).</li> <li>▪ Develop a fundraising plan (12/31/21).</li> <li>▪ Research opportunities to begin a for-profit-side of CAPNEMO (3/31/22).</li> <li>▪ Implement the fundraising plan (5/15/22).</li> <li>▪ Apply for grant opportunities that offer unrestricted funds (9/30/22).</li> </ul>
Increase reserves.	The amount of reserve dollar will increase by 10% by 9/30/24.	0% increase	5% increase	5% increase	<ul style="list-style-type: none"> <li>▪ Train directors on Reserve Funding in nonprofits (3/30/22).</li> <li>▪ Develop a plan (including calculations of amounts for each program) to increase transfer of funds to reserves (6/30/22).</li> <li>▪ Start the budget withdraw into reserves account (06/30/23).</li> </ul>
Improve efficient budget management.	The amount of operational expenses will decrease by 5% by 9/30/24.	0% decrease	2% decrease	3% decrease	<ul style="list-style-type: none"> <li>▪ Cross budget evaluations of all programs (meaning a deep dive into the expenditures/revenues) (9/30/22)</li> <li>▪ Planning session of findings, including all program directors, to review any duplications of expenditures, look at available cost saving measures, etc. (10/30/22).</li> <li>▪ Implement changes according to findings (2/1/23).</li> </ul>



# Contact Us



## Email

[Olivia@newchaptercoach.com](mailto:Olivia@newchaptercoach.com)



## Website

[www.newchaptercoach.com](http://www.newchaptercoach.com)



## Phone

573.228.9600



**New Chapter**  
COACHING, LLC