Community Action Duluth

2015–2017 Strategic Plan

MISSION

To empower and engage our community to eliminate poverty, and create prosperity and equity in the lives of the people we serve.

VISION

Individuals and families in the Duluth community prosper with access to quality education, affordable housing, healthcare, gainful employment and meaningful involvement in civic life. Through partnerships, people with low incomes find support, resources and relationships that help them overcome economic, racial, and cultural barriers to establishing and maintaining self-sufficient and connected lives.

CORE VALUES

Respect	Integrity	Cultural Competence	Optimism
Value the strengths and assets of all people/organizations	Listen and follow through on commitments	Build meaningful relationships between diverse people	Believe it's possible to improve quality of life for everyone

TOP PRIORITIES

Exemplary outcome-based programming → Strong brand identity → Inspiring community leaders to end poverty

	ROMA* GOAL	OBJECTIVE	KEY STRATEGIES
1	People with low incomes become more self-sufficient.	Continue to offer exemplary existing and new outcome-based programming.	• Expand partnerships with employers to hire 20% more CAD participants and develop employer partners to provide paid and unpaid internships and on-the-job training for participants. • Increase CAD transitional jobs by 50% over the next three years with year-round greenhouses and value-added production. • Expand working partnerships to strengthen advocacy resources for tenant rights and housing stabilization. • Use existing partnerships to engage a coordinator of health and wellness by 2017. • Explore ways to better connect program participants to mental health services through referrals and partnerships. • Expand JumpStart to include bike/bus commuting pilot in 2015 and explore creation of bike donation/repair program. • Organize and teach JumpStart alumni how to advocate on transportation issues.
2	The conditions in which people with low incomes live are improved.	Nurture citizen involvement through volunteer opportunities; develop and implement an integrated communications plan to advance CAD's brand identity.	• Design and implement community engagement policy dialogue and train, support and engage in culturally specific community/civic leadership development; expand Getting Ahead's leadership track; focus Big View Town Hall Meetings on 8 trending issues in 2015; and build coalitions/community partnership to address two identified issues in 2016. • Invest in a marketing/development position. • Develop a new marketing plan designed to effectively communicate the nature and value of agency services and increase visibility/marketing of agency to broader donor base.
3	People with low incomes own a stake in their community.	Increase agency feedback and broaden community volunteer opportunities.	• Create and train a CAD Participant Advisory Council to provide on-going feedback and input on work; and increase the number of people with limited incomes that are represented in local organizations and on boards, committees and commissions.
4	Partnerships among supporters and providers of service to people with low incomes are achieved.	Inspire and equip leaders throughout the community to end poverty.	• Improve quality of all partnerships; utilize board members' strategic thinking, listening, coaching and leadership presence related to economic privilege to get other community leaders inspired and motivated to take action to end poverty.
5	Agencies increase their capacity to achieve results.	Improve internal communication systems; remove obstacles to staff job satisfaction; continue effective board governance; enhance agency-wide data gathering; use ROMA to determine CAD's overall effectiveness; and maintain diverse revenue sources.	• Promote a healthy staff and work environment by implementing simple strategies such as encouraging lunch break walks, and providing ongoing professional and personal wellness training. • Raise the board's fiduciary profile as responsible trustees of the organization's assets. • Use ROI (Return on Investment) data and strategy screen for decision-making. • Increase sustainability with expanded work to grow donor base and fundraising.
6	People with low incomes, especially vulnerable populations, achieve their potential by strengthening family and other support systems.	Continue to successfully work with education partners to increase parental involvement in children's school experiences; adopt a two-generation approach in programming where appropriate.	• Embed two-generation and multigenerational approaches into CAD programming; provide parents/family members with culturally competent education opportunities on issues important to parents in the further development of their children. • Promote opportunities for local agencies and local partners to utilize Race Awareness Workshops (RAW) resourcing to promote cultural competency and equity.