

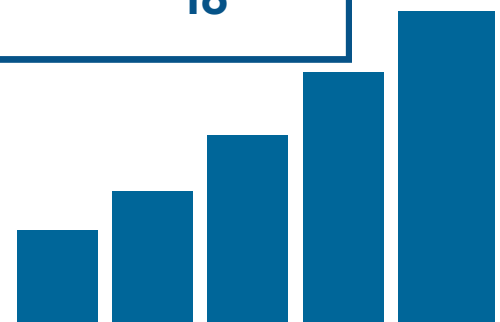
2025-2029 Strategic Plan





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Deputy Director Message

Community Action Partnership of Greater St. Joseph (CAPSTJOE) has entered its 60th year as the area's leader in anti-poverty efforts. In that time, we've helped thousands of individuals and families achieve self-sufficiency across Andrew, Buchanan, Clinton, and Dekalb Counties. We have provided a variety of resources including Head Start, Early Head Start, homeless support, LIHEAP, utility assistance, school community support workers, and poverty simulations to address the conditions and causes of poverty.

CAPSTJOE is excited to continue this important work. We recognized that despite our progress, there is still much more to do. This strategic plan is a commitment to refine our priorities and energize our path forward. We will be taking a fresh look at our agency, services and staff to embrace new concepts and seek out innovative solutions. Our vision remains to be the most trusted anti-poverty agency in the communities we serve and ultimately address poverty. Our mission is to empower people and achieve self-sufficiency through the support of our essential services.

Throughout this strategic planning process, we've engaged in a comprehensive evaluation of our agency and programs. This evaluation identified areas that need focus, what issues we can effectively address, and how we can continuously improve service delivery. Our strategic plan outlines specific areas we will address in the next five years, such as Agency leadership capacity and programming.

Ashley Phillips CCAP, MA
Deputy Director





Introduction

CAPSTJOE develops a Strategic Plan by evaluating community needs and its own capacity to deliver services. This plan ensures alignment with the agency's mission to address local needs effectively. The agency is the recipient of the Community Services Block Grant (CSBG) funds that are funded by the Federal Office of Community Services and administered by the State of Missouri. The strategic plan addresses how the agency will address the reduction of poverty for vulnerable and low-income residents in Andrew, Buchanan, Clinton and Dekalb County.

The agency is focused on delivering impactful services to help individuals and families reach self-sufficiency and financial independence. As a result, the agency is assessing the internal operations, capacity and sustainability efforts to ensure addressing the local community needs are a priority in the plan.

The Strategic Plan is an evolving process that continues throughout the year, every year; assessment and planning does not stop with the publication of this plan. As conditions change, objectives will be adjusted to achieve long-term goals.



Mission, Vision and Promise

Mission

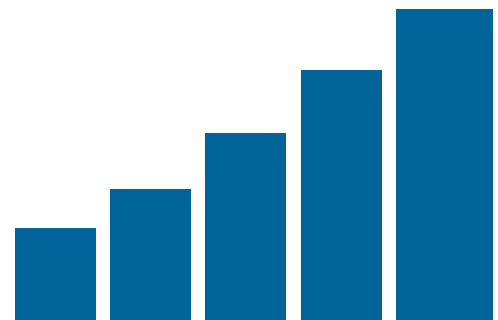
The mission of Community Action Partnership of Greater St. Joseph is to help people change their lives and engage communities to end poverty.

Vision

The vision of Community Action Partnership of Greater St. Joseph is a community committed to ending poverty.

Promise

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community and we are dedicated to helping people help themselves and each other.

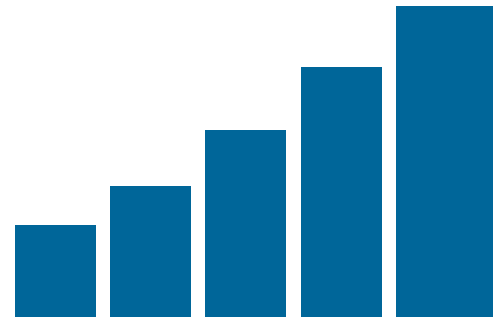




Agency Profile

CAPSTJOE annually serves over 3,000 unduplicated clients throughout Andrew, Buchanan, Clinton, and Dekalb County, MO. The Agency continues to expand to support areas of need in the county and beyond, eliminating the plight of poverty for thousands of county residents.

Economic Opportunity Corporation- now known as Community Action Partnership of Greater St. Joseph - was federally designated in 1965 as the agency to carry out anti- poverty work in Andrew, Buchanan, Clinton and Dekalb Counties. CAPSTJOE provides a broad range of community service programs designed to have a measurable impact on poverty.





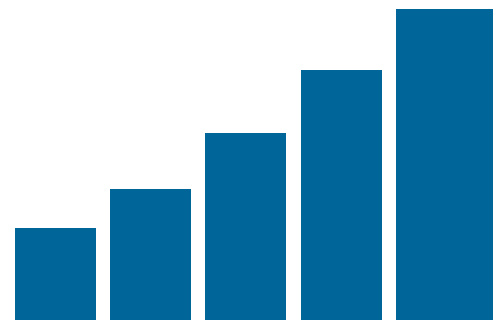
Key Strategic Goals

CAPSTJOE Board of Director's has identified three primary goals for 2025-2029. The agency developed a plan that addresses the agency's ability to address community needs through organizational capacity and ensure the development of effective governance strategies to support the residents of the CAPSTJOE service area.

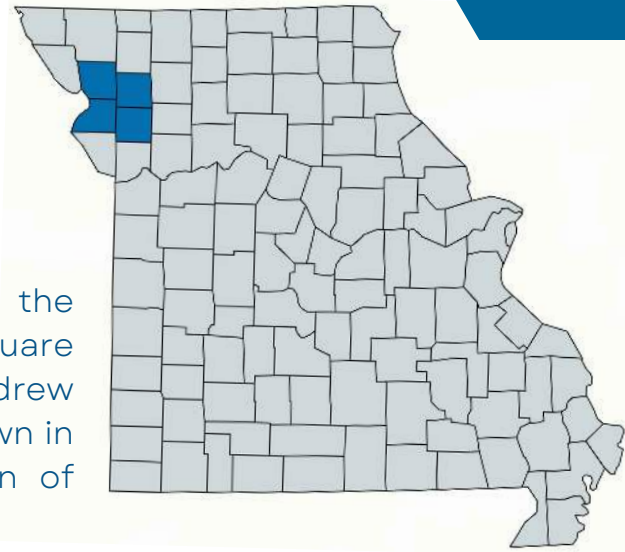
1) Strengthen Organizational Leadership for Long-Term Impact

2) Ensure Smooth Leadership Transitions Through Robust Succession Planning

3) Expand and Strengthen Programs to Drive Poverty Reduction and Community Empowerment



Community Profile



Andrew County

Andrew County is in the Northwest corner of the service area. This county expands over 432 square miles. According to the US Census Bureau, Andrew County has a population of 18,135. The largest town in Andrew County is Savannah with a population of 5,007.

Buchanan County

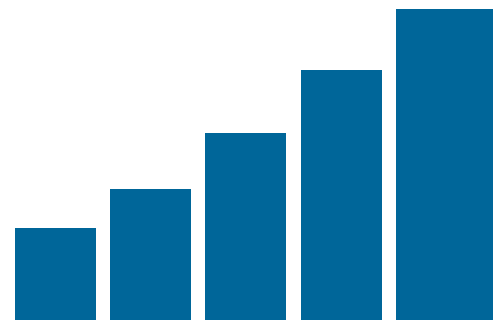
Buchanan County is in the Southwest corner of the service area. This county expands over 408 square miles. According to the US Census Bureau, Buchanan County has a population of 82,991. St. Joseph is the largest community in Buchanan County, with a population of 70,656.

Clinton County

Clinton County is in the Southeast corner of the service area. This county expands over 418 square miles. According to the US Census Bureau, Clinton County has a population of 21,184. Cameron is the largest community in Clinton County with a population of 8,242. The county seat is located in Plattsburg.

DeKalb County

DeKalb County is in the Northeast corner of the service area. This county expands over 421 square miles. According to the US Census Bureau, DeKalb County has a population of 11,029. Maysville is the largest community in DeKalb County and also holds the county seat.



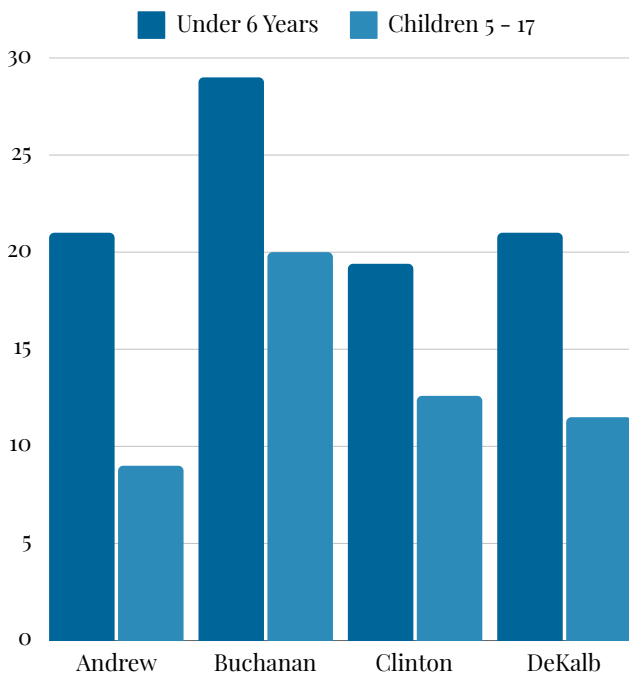


Poverty in the Counties



Report Area	Population Total	Percent of Population 125% FPL
Service Area	128,833	18%
Andrew County	18,135	12.2%
Buchanan County	81,746	20.2%
Clinton County	20,587	15%
DeKalb County	8,751	16.2%

Percentage of Children in Families in Poverty





Organizational Strategic Challenges

CAPSTJOE is facing strategic challenges as it strives to address persistent issues of poverty within the community. This summary outlines these challenges to inform the development of a comprehensive strategic plan.

Community Needs:

- A recent community needs assessment identified three key areas requiring sustained focus: Income, Employment, and Housing. These longstanding issues continue to create significant barriers for families seeking self-sufficiency.

Leadership Transition:

- CAPSTJOE is currently undergoing a leadership transition. This presents both challenges and opportunities. New leadership will need to be effectively integrated while ensuring continuity in serving the community.

Strategic Challenges:

- Program Effectiveness: Are existing programs adequately addressing the identified needs in Income, Employment, and Housing? How can CAPSTJOE measure and improve the impact of its programs?
- Resource Mobilization: Securing sustainable funding is crucial for program development and expansion. CAPSTJOE needs to explore innovative strategies for fundraising and grant acquisition.
- Capacity Building: Does CAPSTJOE have the staffing and infrastructure necessary to deliver high-quality services and manage growth? Strategies are needed to strengthen internal capacity and attract top talent.
- Collaboration: Addressing complex community issues requires collaboration across sectors. How can CAPSTJOE build stronger partnerships with other organizations working on similar goals?



Strategic Approach: Planning Process Summary

Community Needs Assessment

CAPSTJOE began the community needs assessment process in the summer of 2023. The assessment was completed and approved by the Board of Directors in August 2023.

Through the community needs assessment process, the agency gained a better understanding of its service area and demographics. This process identified many key trends within the service areas.

In spring 2024, CAPSTJOE leadership began identifying agency needs and strategic challenges. The strategic planning process was facilitated by the agency's Deputy Director, leadership team, and the Board of Directors.

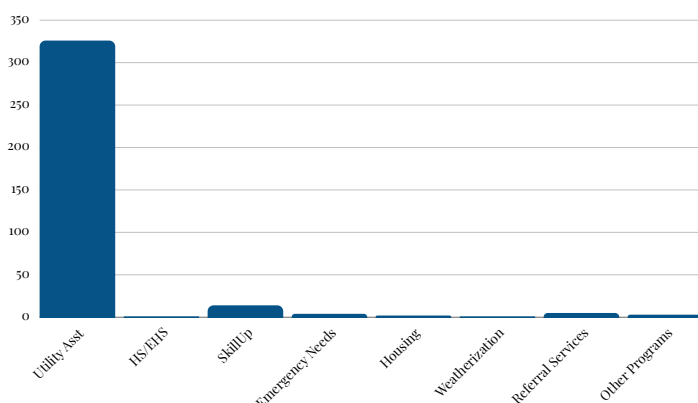
Customer Satisfaction Data

CAPSTJOE utilizes a systematic approach for collecting, analyzing and reporting customer satisfaction data. Customer satisfaction surveys are easily accessible and readily available to all agency program participants.

Customer satisfaction data is collected and aggregated on a regular basis, no less than quarterly. Results and findings of those surveys are made available to Program Directors and Board of Directors on a quarterly basis.

Customer satisfaction data is used to revise and improve processes and services, as well as for annual programs, services, outcome planning and strategic planning process.

Customer Satisfaction Participation by Program





Results Oriented Management Accountability

CAPSTJOE receives Community Services Block Grant (CSBG) funds from the Federal Office of Community services, and it is administered by the State of Missouri. Community Action uses an evaluation tool called Results Oriented Management and Accountability (R.O.M.A.) in order to ensure funds align with the Community Action goals and local efforts. The R.O.M.A. tool focuses on six board, national anti-poverty goals which also encourage local community action agencies to become more results-oriented and provide accountability.

The Three National R.O.M.A Goals

Goal 1. Individuals and families with low incomes are stable and achieve economic security.

Goal 2. Communities where people with low incomes live are healthy and offer economic opportunity.

Goal 3. People with low incomes are engaged and active in building opportunities in communities.

CAPSTJOE has completed this Strategic Plan with involvement of our Nationally Certified ROMA Implementor, who agrees that the Strategic Plan supports the full ROMA cycle.



Programs and Services



Housing Development



Workforce Development



Head Start



Energy Assistance



Case Management



Poverty Simulation





2025-2029 Strategic Plan

Goal 1. Strengthen Organizational Leadership for Long-Term Impact

Objective 1.1: Conduct a search and recruit a highly qualified Executive Director by 10/31/2024.

Objective 1.2: Design and implement a comprehensive onboarding and training program for the new Executive Director to ensure a smooth transition and effective leadership from day one 10/31/2024-10/31/2025.

Objective 1.3: Conduct a comprehensive review of the current leadership structure, including the board of directors and executive team, by 12/31/2025. This review will assess strengths, weaknesses, and opportunities for improvement in alignment with the organization's mission and strategic goals.

Evaluation: The success of this goal will be measured by:

- Completion of the leadership structure review with documented findings.
- Successful recruitment of a qualified Executive Director.
- Completion of the onboarding and training program for the new Executive Director.



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Goal 2. Ensure Smooth Leadership Transitions Through Robust Succession Planning

Objective 2.1: Develop a documented succession plan for all key leadership positions, including program directors, by 12/31/2024. This plan will identify high-potential staff, outline development opportunities, and establish clear timelines for leadership transitions.

Objective 2.2: Implement a leadership development program specifically tailored for program directors by 05/31/2025. This program will focus on fostering essential leadership skills such as strategic planning, program management, staff development, and effective communication.

Objective 2.3: Establish a mentorship program to connect experienced leaders with high-potential staff by 12/31/2025. This program will provide personalized guidance, support career development, and prepare individuals for future leadership roles.

Objective 2.4: Implement and continue an ongoing mentorship program to connect experienced leaders with high-potential staff by 12/31/2029. This program will provide personalized guidance, support career development, and prepare individuals for future leadership roles.

Evaluation: The success of this goal will be measured by:

- Development and implementation of a documented succession plan for all key leadership positions, including program directors.
- Increased participation and completion rates for the leadership development program for program directors.
- Active participation in the mentorship program with measurable growth for mentees.

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Goal 3. Expand and Strengthen Programs to Drive Poverty Reduction and Community Empowerment

Objective 3.1: Review and update comprehensive needs assessment of the community we serve by 05/31/2025. This assessment will identify the most pressing issues related to poverty, including access to education, employment, healthcare, affordable housing, and social services.

Objective 3.2: Evaluate the effectiveness of existing programs in addressing community needs by 05/31/2025. This evaluation will include data analysis, client feedback, and staff input to identify areas for improvement and potential gaps.

Objective 3.3: Develop a program expansion plan based on the needs assessment and program evaluation by 05/31/2026. This plan will outline new or enhanced programs to address identified gaps and support long-term poverty reduction.

Objective 3.4: Implement the program expansion plan in a phased approach with clear timelines and resource allocation by 12/31/2028. This may involve piloting new programs, securing funding, hiring additional staff, and developing capacity within the organization.

Evaluation: The success of this goal will be measured by:

- Completion of the program evaluation with identified areas for improvement and expansion.
- Development of a program expansion plan with clear goals, strategies, and timelines.
- Successful implementation of the program expansion plan with measurable progress (e.g., increased program participation, improved client outcomes).

Contact Us



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