2020-22 strategic plan

Bringing People Hope and Changing Lives

community action
OF GREATER INDIANAPOLIS

CONTENTS

OUR MISSION

"

To empower those we serve to become self-reliant & self-sufficient.

GET IN TOUCH: 317-396-1800   ●   3266 N. Meridian St., Indianapolis, IN 46208   ●   www.cagi-in.org

PROMISE OF COMMUNITY ACTION

Community Action of Greater Indianapolis (CAGI) 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.

Community Action of Greater Indianapolis, Inc. (CAGI) is a nonprofit organization dedicated to the reduction and ultimate elimination of poverty among the clients in its service area. Currently, we served more than 40,000 households and 100,000 residents of Boone, Hamilton, Hendricks, Marion and Tipton Counties in Indiana. CAGI has pursued its mission since its incorporation in 1965, and the constellation of services we provide has grown and evolved as the shape and face of poverty has changed and the needs of our clients have changed. We are proud to be among the more than 1,000 Community Action Agencies in the country striving to achieve such outcomes for our constituents.

HISTORY

The precursor to today's Community Action Of Greater Indianapolis (CAGI) was established in 1965 as Community Action Against Poverty (CAAP). With the assistance of community leaders such as Senator (then Mayor) Richard G. Lugar, CAAP was formed as part of the "War On Poverty" to provide programs and services to low-income residents of the city of Indianapolis. "Low-income" is generally defined as a household income at or below 150% of the federally-determined poverty level.

Long after the federal government's "War On Poverty" ceased, the community action agencies it spawned continue to fight existing poverty and seek to eradicate its causes. In 1982, CAAP significantly expanded its coverage area from one to four counties, (subsuming community action activities in Boone, Hamilton and Hendricks Counties as well as Marion County). At that time, the agency's name became Community Action Of Greater Indianapolis (CAGI) to reflect its responsibility for and engagement in a much larger geographic area.

Since its inception more than 50 years ago, CAGI has provided services including energy assistance, childcare, family support, education and training programs, transitional housing, lead remediation and emergency rental and food assistance to eligible participants (principally low-income, disabled, or senior residents of the agency service area). The agency also has acted as funding agent for programs which provided legal services, programs through neighborhood centers, Head Start, and summer jobs programs.

As the needs and expectations of its clients have grown and evolved, CAGI's portfolio has expanded to include assistance in such areas as home repair, housing counseling, financial literacy and the development of tax-credit based senior housing apartments.A hallmark of the agency since its inception has been its governance model: the agency board must consist of one-third elected officials (or their designated representatives), one-third members of the private sector and one-third representatives of its eligible client constituency (or their representatives). This has ensured a diverse stakeholder partnership throughout the agency's existence.

ROMA GOAL ALIGNMENT

Standard 6.2 (a)

Community Action of Greater Indianapolis, Inc. (CAGI) has established strategic family, community, and agency goals as required by Standard 6.2 (a).

AGENCY GOALS

Board Development

Financial Sustainability

Fund & Resource Development

Staff Capacity Building

Marketing & Public Relations

COMMUNITY GOALS

Create safe, quality affordable housing.

Inspire and engage residents in co-building strong, thriving communities.

ROMA Alignment: Revitalization of low-income communities.

FAMILY GOALS

Provide pathways to higher wage employment.

Provide supportive services to prevent households from becoming homeless.

Launch S.T.A.R. program to transition families from poverty to financial stability.

Provide safety net to meet basic needs of individuals and families.

ROMA Alignment: Empowerment of people with low-income to be more self-sufficient. Reduction of poverty.

AGENCY GOALS

Standard 6.3 (a - c)

Board Development   Financial Sustainability   Fund & Resource Development   Staff Capacity Building   Marketing & Public Relations

Board Development

(A) Increase board engagement and participation.

   (A.1) Define roles, clarify expectations, and identify responsibilities by establishing job descriptions for all levels of board membership - member, officer, and committee chairperson.

   (A.2) Implement board participation scorecard to track board engagement and provide increased accountability for board members.

   (A.3) Establish governance committee to manage board policy and bylaws, monitor board engagement, measure board performance, and manage board recruitment and orientation.

(B) Engage board members in fund raising and resource development.

   (B.1) Set clear expectations for board fundraising efforts by adopting a give or get policy.

   (B.2) Invest in fundraising training programs and learning opportunities for board members.

   (B.3) Establish a resource development committee to develop an annual board driven fund raising strategy.

(C) Launch strategic recruitment effort to engage new board members and populate sub-committees.

   (C.1) Perform board composition analysis of current membership to identify gaps as it relates to skills, expertise, demographics, relationships, and community voice.

   (C.2) Develop nomination procedures and process, orientation plan, and on-boarding and mentoring program**.**

   (C.3) Engage current board membership in identifying and recruiting new board members who can fulfill gaps identified in the board composition analysis.

Financial Sustainability

(A) Grow the operating reserve fund to sustain operating costs for a three months.

(B) Create a sustainability plan for the Weatherization Program to offset the improvement costs for older homes that exceed maximum allowable costs per state funding.

(B.1) Establish annual budget for improvement costs that will exceed state funding.

(B.2) Develop cost sharing partnerships with local community based organizations engaged in home improvement and/or weatherization services.

(B.3) Reallocate a portion of CSBG funding to the Weatherization Program.

(C) Create six month program budget analysis protocols to increase fiscal oversight and monitoring.

(C.1) Provide budget management and cost analysis training to program managers.

(C.2) Engage program managers in monthly budget monitoring meetings.

(C.3) Implement monthly program budget dashboard report for program managers, administrative staff, and board members.

Fund & Resource Development

(A) Identify new revenue streams and set fundraising targets.

(B) Establish a fund development plan that includes strategies and supplemental action plan to meet new fund raising targets.

(C) Create staffing plan to support new fundraising activity.

AGENCY GOALS

Staff Capacity Building

(A) Ensure Weatherization Program is fully staffed with certified personnel.

(A.1) Increase the number of certified auditors on staff.

(A.2) Invest in leadership capacity and professional development of Program Director.

(B) Develop and implement cross-training program.

(B.1) Establish standard operating procedures for program staff functions.

(B.2) Develop cross-training program modules and curriculum.

(B.3) Create annual cross-training calendar.

(C) Develop new Employee Handbook includes updating existing policy and setting new polices as determined by Executive Director and Board of Directors.

(C.1) Assess existing policies, guidelines, and procedures. Identify policies/guidelines that need to be updated.

(C.2) Develop new policies and procedures including but not limited to disciplinary and grievance procedures.

(D) Invest in staff capacity building efforts to improve leadership skills, gain efficiencies and increase productivity.

(D.1) Create and implement leadership development and supervisory training programs.

(D.2) Develop annual staff capacity building plan including individual development plans for staff.

Marketing & Public Relations

(A) Launch print and digital ad campaign in surrounding counties to improve visibility and awareness.

(B) Design and launch grassroots campaign to build community awareness of CAGI (yard signs, educate neighborhood organizations, have a presence at neighborhood activities, etc.)

(C) Develop an ambassador program to recruit, train, and equip residents to represent CAGI in their local communities.

(D) Intentionally seek opportunities to connect, inform and partner with other community organizations.

(E) Rebrand CAGI programs and services.

COMMUNITY GOALS

Standard 6.3 (a - c)

Create safe, quality affordable housing.

Inspire and engage residents in co-building strong, thriving communities.

Create safe, quality affordable housing.

(A) Maintain current affordable housing properties and units.

(B) Explore feasibility of engaging in transitional housing projects.

(B.1) Establish transitional housing exploratory committee.

(B.2) Research transitional housing funding opportunities, best practices, and ongoing community efforts.

(B.3) Create a project scope that includes necessary action steps, needed resources, and an implementation timetable.

Inspire and engage residents in co-building strong, thriving communities.

(A) Reduce violence in targeted unsafeneighborhoods experiencing a high rate of crime.

(A.1) Create critical interventions in the lives of youth and young adults ages 18 – 25 who are at high-risk for involvement in violent rime.

(B) Provide critical support services to the elderly and their caregivers to promote independent living.

(C) Invest in building the capacity of grassroots leaders. Mobilize these individuals to be a catalyst for positive change in their local communities.

Program Alignment

- Foster Grandparents
- Senior and Multifamily Housing
- We CANN Program
- Youth Enrichment Support Program (YES)

FAMILY GOALS

Standard 6.3 (a - c)

Provide pathways to higher wage employment.

Provide supportive services to prevent households from becoming homeless.

Launch S.T.A.R. program to transition families from poverty to financial stability.

Provide safety net to meet basic needs of individuals and families.

Provide pathways to higher wage employment.

(A) Perform workforce gap assessment for counties located within CAGI service footprint.

(A.1) Research demands of current job market and project workforce trends over the next five to ten years.

(A.2) Create in-demand jobs inventory including position types, average annual salary, projected available jobs per position, and required education and technical certification.

(A.3) Inventory workforce training, technical certification, and work readiness programs available in the community.

(B) Analyze results of workforce gap assessment to ascertain most appropriate avenues for CAGI engagement and response.

(C) Serve as bridge between CAGI customers and partner employers.

(C.1) Develop assessment tool to determine career interests, current skill level and expertise, past work experience, and existing obstacles to employment (personal and environmental).

(C.2) Create employer partnerships to create jobs pipeline for CAGI customers.

(C.3) Link CAGI customers to higher learning opportunities and grant programs such as Next Level Indiana Jobs.

(C.4) Hire employment navigators to guide CAGI customers through the work readiness and job placement process.

Program Alignment

- Case Management
- Ready 2 Work Initiative

Provide supportive services to prevent households from becoming homeless.

(A) Provide immediate short-term rental assistance to prevent evictions.

(B) Engage short-term rental assistance recipients in longer-term financial stability education programs.

(B.1) Redesign service delivery model to create a tiered assistance structure that provides three months of rental assistance provided the recipient participate in financial wellness classes.

(B.2) Create landlord partnership program to require tenants participating in rental assistance program to participate in financial wellness classes.

(C) Put families on path to home ownership.

(C.1) Form a Home Ownership Community Collective - bringing lenders, developers, real estate agents, and community organizations to the table to form a common agenda of change to help people with low incomes achieve home ownership.

(C.2) Refresh home ownership curriculum to reflect current mortgage lending practices and policies, credit repair, budgeting and saving, etc..

(C.3) Provide supportive services and connect families to community resources and programs to overcome common challenges to home ownership such as poor credit score, limited work history, lack of sufficient income, etc.

Program Alignment

- Case Management
- Financial Wellness Program
- Foreclosure Prevention Program
- Homebuyer Education Program
- Individual Development Accounts Program

Launch S.T.A.R. (Striving to Achieve Results) program to transition families from poverty to financial stability.

(A) Create an internal tracking system encompassing all of CAGI programs to link participants to all available resources and track participation across all programs.

(B) Establish participant criteria and develop a screening tool.

(C) Develop new three year upward mobility service delivery model to successfully transition participants to financial stability through a step by step approach.

(D) Ensure internal programs and staff are fully engaged and leveraging resources for the benefit of participants.

(E) Establish partnerships with local non-profits, faith based organizations, and service providers engaged in anti-poverty measures and programming.

Provide safety net to meet basic needs of individuals and families.

(A) Develop bundled services model centered around success of the Mobile Pantry program.

   (A.1) Create a "one stop shop" service model that provides multiple services to customers participating in the Mobile Pantry program.

   (A.2) Research and identify community partners to integrate into Mobile Pantry experience.

   (A.3) Centralize the internal customer intake process to create one point of entry.

(B) Provide programs and services that are responsive to community needs.

Program Alignment

- Case Management
- Car Repair/Transportation
- Emergency Hygiene Assistance
- Home Repair
- Holiday Meal Program

- Information & Referral
- Mobile Pantry
- Share the Warmth
- Weatherization
- Volunteer Program

Case Management/ S.T.A.R. Program

The intent of case management is to help families become self-supporting while assisting them with basic needs which could include Rental Assistance, Car Repair, Transportation Assistance, Emergency Hygiene Assistance, Job Readiness skills etc. CAGI empowers clients by recognizing they are capable, have strengths, and have resources that can help them take control of their lives. We treat clients respectfully, assisting them in identifying their needs, building on their strengths while supporting them in meeting their goals. Comprehensive assessments and case action plans are integrated with self-sufficiency-enhancing resources. The outcome of case management is increased stability and self-sufficiency through individualized case management. Case management takes a team effort. The team consists of the client, the case manager, agency staff, and community partners that the client may be working with.

Financial Wellness/ Homebuyer Educaion/Foreclosure Prevention

CAGI offers a variety of financial education classes to assist clients with the understanding of what and how important financial wellness is. The objective is to help clients become proficient in the understanding of budgeting, credit and credit scores, banking and saving, capital asset purchases, avoiding foreclosure, and more.

Individual Development Account/IDA

The IDA program assists low-moderate income Hoosiers attain their goals through matched-savings incentives and financial education. Operating behind the rationale that income alone is not enough for individuals to break trends of generational poverty, the IDA program focuses on asset building as a key component towards family and self-sufficiency. Participants in the IDA program are eligible to receive up to $4,500 in state match funds towards one of the eligible asset goals mentioned below. Participants also receive one-on-one counseling and 6+ hours of
financial education covering topics such as budgeting, savings, credit, banking, taxes, and other money management strategies.

Qualified participants set savings goals and make regular savings deposits. Every dollar they save is matched, at a minimum for $3 for every $1 saved, to help them reach their goals so they can:
- Purchase a primary residence located in Indiana
- Expand a small business located in Indiana
- Obtain education job training
- Make essential repairs to owner-occupied housing
- Purchase a vehicle for employment, education, or job training purposes

The Foster Grandparent Program

The Foster Grandparent Program offers individuals aged 55 and older, opportunities to serve as mentors and tutors for children with special/exceptional needs or who are at risk. Foster Grandparents provide at least 15 hours of weekly service to non-profit community organizations such as schools, hospitals, day cares, and homeless centers.

Youth Enrichment Support Program (Y.E.S.)

CAGI's Y.E.S. Program is an after school program that has partnered with the Indianapolis Metropolitan Police Department (IMPD) and other community leaders to decrease the violence amongst our youth. This program was established to create activities for youth participation and as an alternative to gang and criminal activity for the youth in our community and to promote academic growth..

The We CANN Program

Community Action of Greater Indianapolis' "We CANN", (Community Action Neighborhood Network) program is an evidence-based approach to decreasing crime and health disparities. CAGI's work concentrates on youth and young adults who are high-risk for involvement in a violent crime and who are between the ages of 18 to 26 with the aim that they will become civic minded employed members of the community. We call these individuals "Champions". Modeled after the AmeriCorps Youth programs, Youth Build and others, The We CANN program will target youth and young adults who live within some of the highest crime areas of the Indianapolis, IMPD North District 25, (ND25) zip codes: 46218, 46205 46226, and 46235.

Housing Choice Voucher Program

Provides Section 8 housing choice vouchers to income eligible individuals. This service is currently only offered by CAGI in Boone, Hamilton, Hendricks, Tipton, and the Northern most geographical area of Marion County.

Senior and Multi-Family Housing

CAGI operates five apartment developments, which cater to senior and/or disabled eligible clients. The five developments are:
- Franklin School Apartments – 48 units in a renovated school building featuring efficiencies, one- and two-bedroom apartment units with gated parking.
- Emma O. Johnson Homes – a multi-story apartment building with a mixture of efficiencies and one-bedroom apartments among its 50 units.
- Four Seasons at Hawthorne I & II – 120 units on the Indianapolis east side where the first phase of construction was completed in 2006 and the second phase in 2011.
- Commons at Springmill – 72 one to four-bedroom luxurious affordable housing located in Westfield, Indiana, where construction was completed in 2012.
- Beech Grove Station – offers 60 distinctive two-bedroom apartment homes nestled within a warm, friendly atmosphere. Spacious floor plans, beautiful landscaping and perfect location are just part of what makes this community a great place to live.

All the projects feature available parking and security, common areas, laundry facilities, and a professional property management team which oversees maintenance, making for a safe, convenient and enjoyable residential experience.

The Weatherization Program

In concert with our mission to promote self-sufficiency and self-reliance among its clients, CAGI performs weatherization services on the residences of eligible clients. The principal objective of this activity is to remediate safety issues associated with household appliances (stoves, water heaters, and furnaces) and to improve the energy efficiency of homes which, in turn, reduces the energy cost to the household.

Home Repair

Low-income homeowners in Marion, Hamilton, Hendricks, and Boone Counties can receive assistance for emergency home repairs. Items that are covered includes roofs, gutters, electrical wiring, plumbing, foundations, floors, and other structural damage. Our ability to offer assistance is based on available funding.

Vocational Training Assistance Program

The program fiscally supports individuals who have an interest in formal trainings, certifications, and furthering their education. To name a few, CAGI currently partners with organizations that offer trainings and certifications in:

- Construction
- Customer Service
- CDL
- Forklift
- HVAC and Computer Information Systems

Food and Nutrition Outreach Programs (Mobile Food Pantry & Holiday Meal)

CAGI also offers Community Outreach Programs, such as the Mobile Food Pantry and Holiday Meal, developed to help address the food desert issue,   CAGI's mobile pantries in collaboration with Gleaners Food Bank, go to locations throughout the community and allow low-income individuals to select their own food items. A selection of various dry goods, canned goods, fresh vegetables, dairy, and meat items are available to satisfy their dietary needs. CAGI also offers referral services to clients to connect them to agencies that offer services that will assist with addressing their challenges and "busting" their barriers.

Community Action of Greater Indianapolis actively pursues the development of partnerships and diverse programs to address the growing need of the community that we serve.

Information and Referral

CAGI believes in partnering and coordinating with all types of service providers to ensure that clients are connected to as many resources available. Partners include public and private service organizations, government, and faith-based organizations. We strive to alleviate client miscommunications, duplication of services, disgruntled family members, gaps in services, and to ensure that the referral resources that CAGI utilizes are actively engaging clients.