



# *Growing* Connections

## CAPCIL *Strategic Plan 2022-2025*

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## From the Leadership

Lives are so much more than what we can see, what we want people to see. People with low income are more than their deficiency, more than a sum of what they do not have or possess. It is easy to view what is happening on the surface and believe that “fixing” those clearly visible problems creates stability, health, and economic prosperity. But it doesn’t really work that way does it? We are a sum of experiences, thoughts, closest friends, enemies, failures, successes, knowledge, and our own ignorance. We are a kaleidoscope of challenges and solutions. Removing or mitigating a barrier doesn’t magically improve the human condition. CAPCIL acknowledges the complexity of our customers and the medley of challenges and paradoxes they present. They are unique, amazing, and special creations in progress.

Our charge for the next three years is to gain a deeper commitment to building and nurturing connections that make our customers, our Agency, and our communities stronger. We want to explore ways to better understand what drives our staff, our clients, and our neighbors. What are the underlying connections that help make sense of what is happening in plain sight? How do we reconcile the customer’s need to be more interdependent and more self-sufficient simultaneously?

We recognize that for most of our poverty-stricken community members, the best roadmap out of poverty includes a path to meaningful work with a destination of self-sufficiency. We have in no way lost our compass in this regard. But meaningful contribution is so much more complex than eliminating the barriers getting in the way of that endeavor. In our current culture, we don’t allow space or create space for critical conversations. It has become a “me” way of life instead of a “we” way of life. That has resulted in our collective disallowance of any consequential flow into each other’s stories. Without the trust that comes with those intertwined relationships, how do we make an impact?

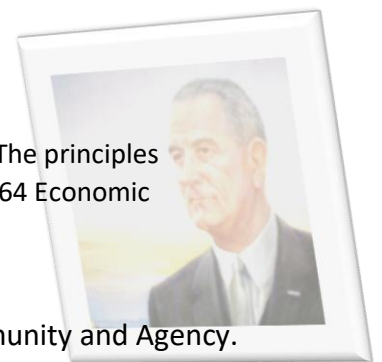
*“It is no amount of knowledge that makes a brain. It is not even the distribution of knowledge. It is the interconnectedness.” - James Gleick, [The Information: A History, a Theory, a Flood](#)*

### History and Purpose

To really know where we are going, we need to understand where we have been. The principles outlined in this plan are part of our Community Action roots, dating back to the 1964 Economic Opportunity Act which established and funded Community Action.

#### 1970

The seventies brought the CSBG model based on Family (individuals), Community and Agency. This model promoted the idea that families must attain skills, knowledge, and motivation to



become self-sufficient. It also promoted the idea that it is the responsibility of Community Action to change broadly accepted public attitudes about the poor, and to focus both public and private resources to fight poverty issues. And the model acknowledged that in order to achieve the family and community objectives, Community Action agencies must develop the capacity to maximally impact.

1974

In 1974, the Economic Opportunity Act was terminated and replaced by the Community Services Act of 1974. Note the change in language from “Opportunity” to “Services.”

1981

By 1981, the present funding structure had evolved. The Community Services Block Grant replaced the 1974 Community Services Act. This changed the relationship between local agencies and the federal government. More authority was given to localities to develop and implement solutions that addressed local problems. Federal funds were allocated to State pass-through Agencies and then allocated to local administering Agencies.

1993

The Government Performance and Results Act of 1993 (GPRA) established expectations in order to improve all federal programming. The goal was to establish quantifiable performance goals; to require a description of resources needed to accomplish the goals; to measure activity with indicators; and to possess a basis for comparing actual results with planned results; and to generally possess the means to verify and validate data.

1994

Nineteen ninety-four brought an Amendment to the CSBG Act, requiring CSBG eligible entities to provide outcome measures in three areas: self-sufficiency, family stability, and community revitalization. It was also in 1994 that the CSBG performance-based management system was born – ROMA (Results Oriented Management and Accountability). This year also introduced the six national goals.

1998

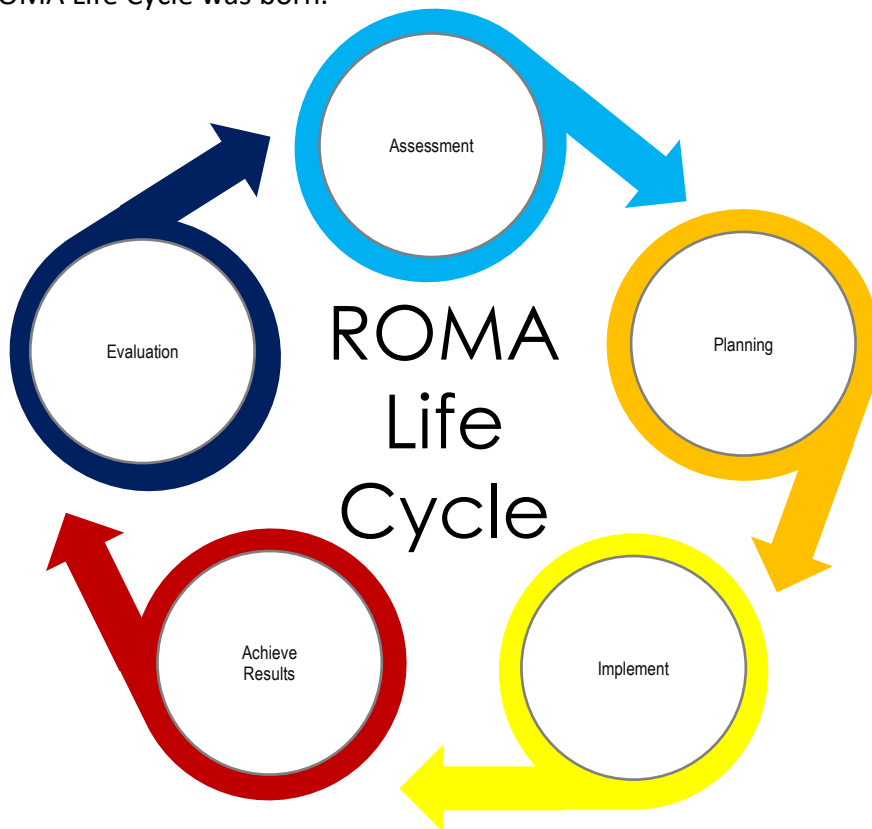
The Community Services Block Grant was reauthorized in 1998. The most substantial outcome of this reauthorization was the introduction of the outcoming reporting requirement. By 2001, all CSBG Agencies would be required to provide outcome reporting. ROMA was named the mandated performance-based management system for all CSBG Agencies.

2005

The National Association of State Community Services Programs earned the responsibility for the national data collection efforts. The National Performance Indicators had been developed in response to the mandatory performance reporting requirements.

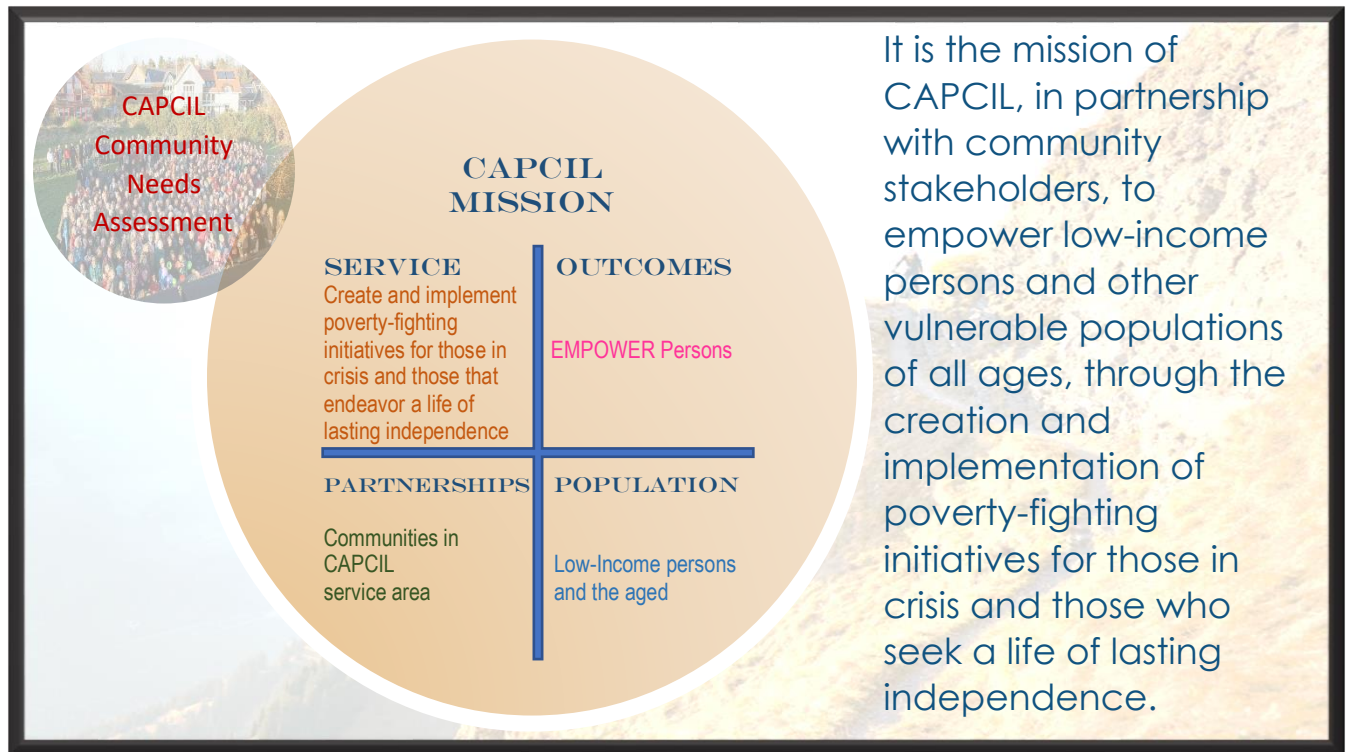
2006

ROMA Life Cycle was born.





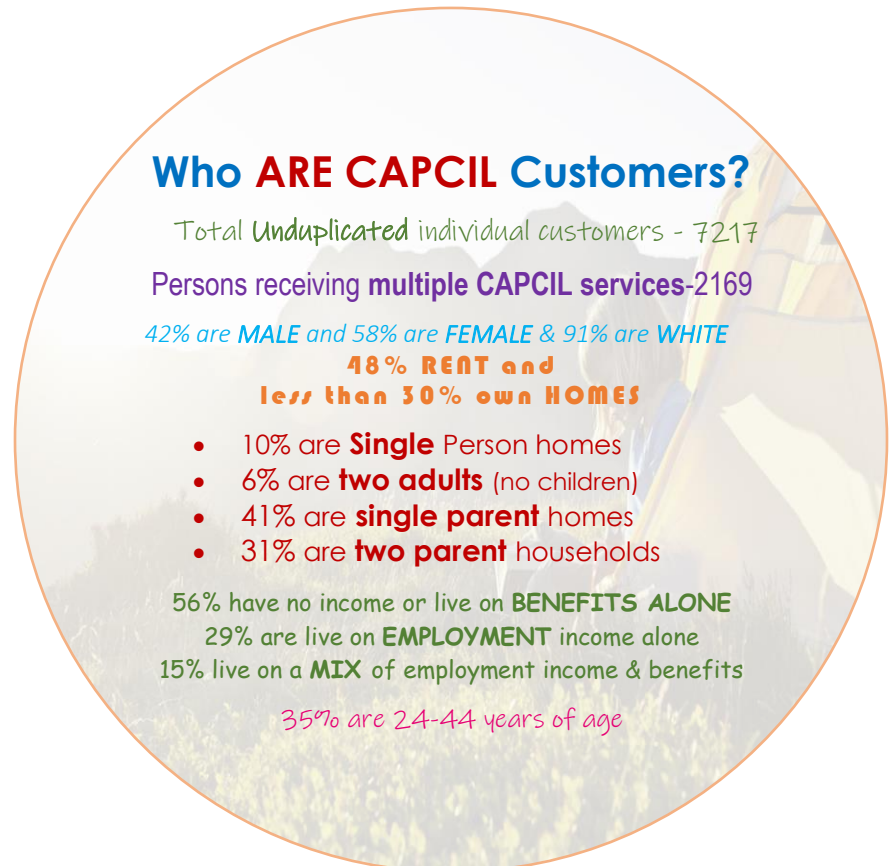
## Mission of CAPCIL



## Who are the CAPCIL Customers?

Knowing and understanding the people being served in any business is critical for long-term success. Community Action Partnership of Central Illinois is no different. Considering who our customers are and what they value ensures greater customer satisfaction and increased rates of success.

This is a snapshot of our customers. The information provides insights into the challenges of our organization. The most glaring being that 93% of our customers have no income or live on benefits alone, and yet most of them (56+%) are in their prime earning years.



## What do CAPCIL customers value?



## What does “Good” Look like?

**Nutrition Services \* Transportation Services \* Volunteer Services**

“We are all hard-wired to derive satisfaction from meaningful contribution.” *Douglas Kruger*

CAPCIL’s Senior Programs maintain a commitment to assisting seniors in building and sustaining a full, healthy, and self-sufficient life. Aging at home honors the dignity and independence of our seniors. According to one AARP survey, roughly 90% of American seniors [wish to live at home for as long as possible](#). Seniors who age at home report a higher quality of life than those who are placed in residential care facilities. There is a reduced risk of illness and faster recovery times when they do become ill when at home. Aging in place also minimizes stressors like changes in lifestyle, financial status, and allows seniors the needed familiarity with settings and routines. Remaining self-sufficient at home is safer, healthier, and more cost effective for both the senior and the community at large. Through CAPCIL programs, our aging population is able to derive satisfaction at home while continuing their meaningful contributions.

Each year, as part of the CAPCIL needs assessment process, surveys are collected from both primary and supporting customers to define the community profile and the gaps existing and perceived in the service area.

In addition to the quantitative data collected through the surveying, CAPCIL conducts focus groups where the survey results are discussed and explored at a deeper level to better understand the gaps and needs identified in the survey results.

The CAPCIL family works hard to collect hard data, but also gain a deeper understanding of the data through collecting the stories of our customers in the communities we serve.

There is broad agreement among both primary and supporting customers that jobs are still the most effective way to achieve self-sufficiency. Low income families and community leaders agree that jobs create income and income mitigates the perils of poverty.

### Key Performance Indicator

Increase program participation of seniors in abundance mindset activities  
**20% participation rate**  
**100% increase from last year**

“Grow others and more will be added to you.”

*Douglas Kruger*

**Key Performance Indicator**

Increased sense of fulfillment with impactful service as a volunteer – meaningful contribution!

**80% of surveyed volunteers feel fulfillment in their volunteerism**

There is much wisdom in our senior community. CAPCIL will continue to create opportunities over the next two years for the senior population to engage in activities that really matter to the community and make the most of their experience: economic development activities, public and civic engagement, youth engagement, and volunteerism. But we will also pursue activity in our new abundance coaching tool. The Grow Me mobile application is currently being used by our Personal Development coaches. More of our CAPCIL seniors will be introduced to the personal development journey and will be working with the Personal Development Coaches to ensure a long and prosperous life.

“Reject the idea that you are assigned a place in life.”

*Douglas Kruger*

Simple things like teaching seniors how to automate finances in the new world of technology can make a dramatic difference in changing income direction after retirement age. Spending time reading and building income goals is important for seniors and necessary to maintain a self-sufficient life. CAPCIL will develop and introduce these types of tools in order to successfully assist our seniors build a wealth mindset.

**Key Performance Indicator**

Increase number of seniors who participate in the PIPP program or budget billing

**20% of LIHEAP Customers register for Budget Billing**

**What does “Good” Look like?**

**Energy Assistance – LIHEAP and Weatherization**

**Key Performance Indicator**

3% of all LIHEAP customers are referred to a Hand-Up Project services coaching\*financial literacy \*career readiness

Energy Assistance Programs funded through the Department of Commerce and Economic Opportunity are designed to assist persons with low income in paying heating bills where a substantial amount of the household income is dedicated to utility services. It is also a program designed to provide education about the reduction of our individual energy footprint.

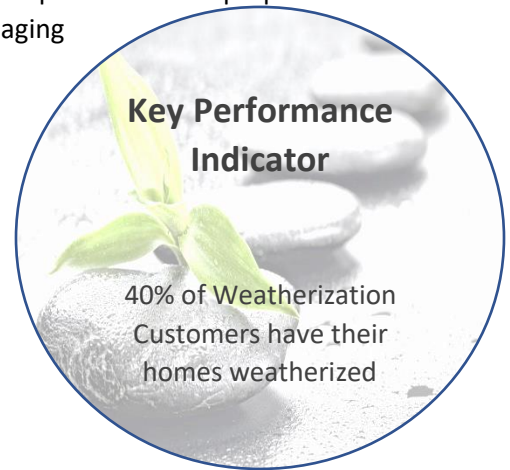
Our goal is to utilize the LIHEAP program as a means to introduce the customers in their prime wage-earning years to CAPCIL’s other services that encourage independence and freedom from the welfare state.



“Growth stops when you lose the tension between where you are and where you want to be.” *John Maxwell*

CAPCIL will create activities in the Energy Assistance Department that help customers to prepare for emergency situations and teach customers to have confidence in managing their own consumer experiences. We will arm CAPCIL customers with knowledge that enables them to be positive self-advocates. Energy customers should feel confident in representing themselves and know that there are opportunities and methods that can be employed to improve their situations.

Growing in knowledge is not a static goal. It is a process that starts with being intentional. Each appointment will include an introduction to the Agency’s Wellness Wheel so that customers can lead the discussion about what – if any – other services the customer would like to engage.

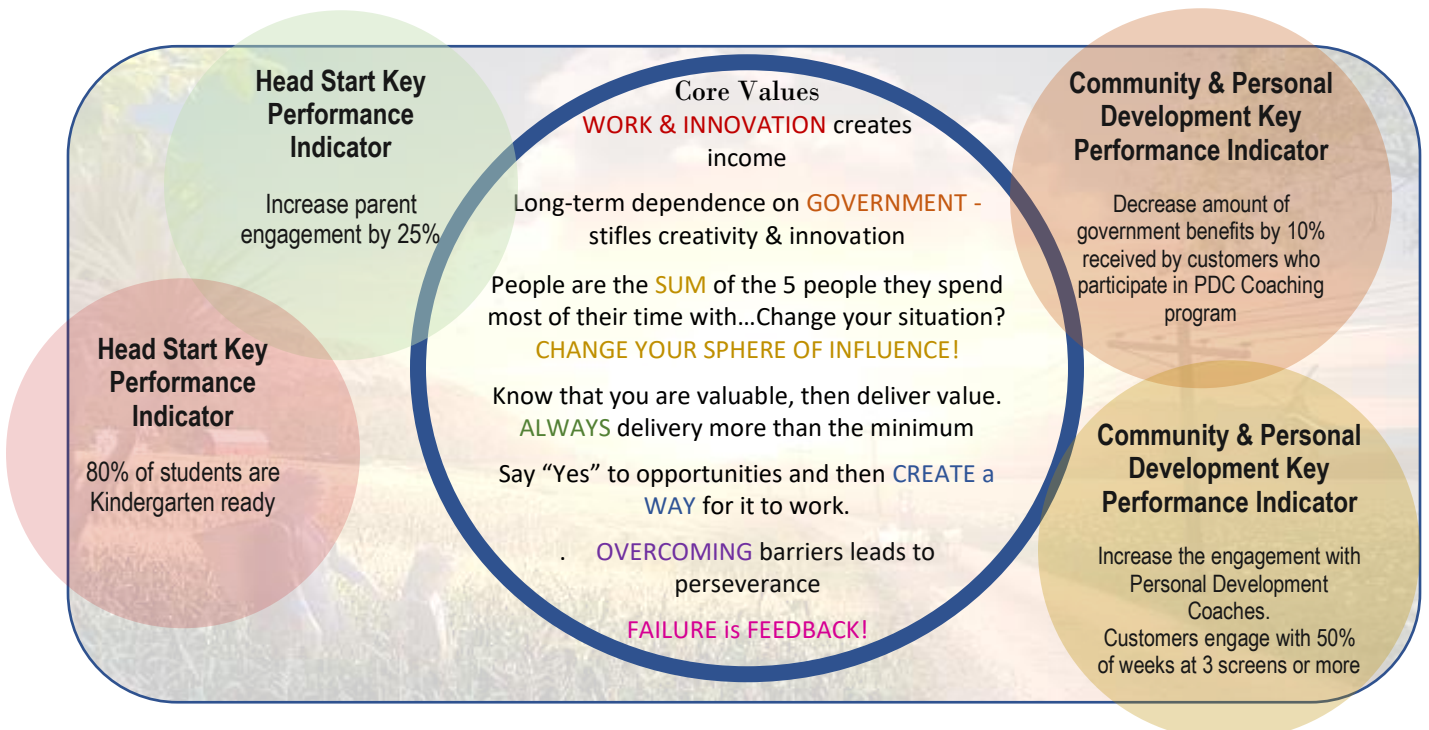


What does “Good” Look like?

**Head Start \* Community and Personal Development**

“Good management of bad experiences leads to GREAT growth.” *John Maxwell*

There are teachable principles that must become a part of our language and culture in the Head Start and in the Personal and Community Development departments. We will start with our staff and expand to our customers. The essence of becoming a better version of ourselves starts with the way that we view ourselves and our ability to transform in mindset.





What does “Good” Look like?

**Administration & Governing Board**

The administrative team and the Governing Board plan to lead the organizational culture charge. The CAPCIL leadership aspires to set the tone of empowerment, leadership courage and creative vision.

“Culture eats strategy for breakfast.”  
*Peter Drucker*

The CAPCIL fiscal office will continue to grow its capacity to be fiscally transparent through the development of personnel and commitment to new technology. The Human Resources team will introduce programming and benefits that grow the staff’s knowledge in

wealth management practices and personal growth. Our governing board will maintain its pledge to say “yes” to opportunities and then find innovative ways to make those opportunities work for the betterment of the organization. Finally, the Executive Director will personally and professionally develop the staff in leadership: because qualifications are helpful, but leadership qualities at every level help much more in the pursuit of excellence.

**Key Performance Indicator**

All Department Budgets will report no more than a -5% variance on the Income and Expense reports by Quarter

**Key Performance Indicator**

Increase retirement plan participation by staff to 40% annually

**How do we get there?**

CAPCIL has grown its reputation for being thought leaders and change agents. We want to continue that commitment. CAPCIL will do outreach locally, at the state level and at the national level, conveying the vision and principles outlined in this plan. The primary means for delivering our message is through the promotion and education on the Grow Me application. We will continue to create derivative products for the tool and promote training opportunities throughout the state and country. The data will be collected, analyzed, and used to continually improve our programming. We will continue to grow our staff through innovative projects that engage and reward a growth mindset. And we will use the tools that we have developed and nurtured to financially stabilize our organization.

**Key Performance Indicator**

Increase digital outreach activities as thought leaders and change agents  
10% increase in Agencies using Grow me

**Key Performance Indicator**

Create & implement staff initiatives that promote & support personal growth  
75% staff participation in “Go365 by Humana”