



Staunton, Augusta, and Waynesboro

FY 2020-FY 2024

STRATEGIC PLAN

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Executive Summary

The Community Action Partnership of Staunton, Augusta, and Waynesboro supports local organizations to (1) empower low-income individuals and families, (2) strengthen our community, and (3) create opportunities by providing funding and guidance to programs that address the causes and conditions of poverty.

Identified Priority Areas: the CAPSAW 2018 Needs Assessment process identified gaps in the financial security framework for our community. Focus areas were selected including programs specifically addressing barriers to service, educational attainment; increased earnings; affordable housing; access to physical and behavioral health services.

Path to Success: Our path to a community free from poverty includes a focus on supporting programs with empowering practices, innovative concepts, and those connecting customers to community resources. Those elements will be cultivated in the programs selected for funding to provide services that improve outcomes in the priority areas.

The goals, strategies and measures included in this plan will create opportunity for customers, sustainability for funded programs, and improved outcomes for our community. Support will be provided to programs that empower, innovate, and connect. Over the next five years CAPSAW will implement the following strategies to address the identified priority areas:

- Provide students of all ages with the tools needed to complete the post-secondary path of their choosing.
- Connect community college, training and certification programs, and workforce development partnerships to bring job seekers and employers together.
- Provide whole family programming; delivering services and tracking outcomes to adults and children simultaneously.
- Focus on collective impact strategies around the identified priority areas.
- Create and support peer and family networks, mentorship programs, and learning opportunities.
- Provide accessible information to create an informed community.

CAPSAW will continue to fund and support programs that address community conditions creating positive change in individual behavior and circumstances.

Agency History

The Community Action Partnership of Staunton, Augusta, and Waynesboro, or CAPSAW, was formed in 2009 as a result of newly expanded federal and state dollars designated to serve area citizens living at or below the federal poverty line. The localities of Staunton, Augusta County, and Waynesboro worked together to determine which existing services were most effectively addressing the causes and conditions of poverty specific to the region. Federal Community Services Block Grant funding was combined with state dollars and contributions from the localities served, creating a consolidated funding pool from which support was provided.

Programs are now selected by the Board of Directors through a competitive application process. Once chosen, programs provide quarterly and annual reports and participate in site visits regularly. Oversight helps to enforce accountability and encourages high-performing programs to measure and accurately report their impact on families and communities.

In the most recent five-year period, from 2015 – 2019, CAPSAW provided \$1.4 million in grant funding for services to 18,000 area residents representing 14,000 families. This investment in services saw an estimated economic impact of \$9.5 million in income earned, increased savings, benefits obtained, and costs avoided.

Methodology and Process

The strategic planning process began immediately following the adoption of the 2018 CAPSAW Needs Assessment report. The Board of Directors participated in staff-facilitated conversations and activities both during regularly scheduled board meetings and additional sessions throughout the 2019 fiscal year. The process began with a review of the Needs Assessment Report and a focus on the Results Oriented Management and Accountability (ROMA) framework. Various worksheets, discussions and prioritization exercises took place throughout the year. Documentation summarizing these efforts are included in the Appendix.

The Board reviewed **“Introduction to Results Oriented Management and Accountability”** PowerPoint presentation developed by the ROMA network for use with community action boards. As a result of this ROMA introduction, the Board began including the Community Action Promise on each agenda and adopted the National Community Action Theory of Change as a guiding document for the planning process.

Strategic Thinking: Board members completed a Strategic Plan Worksheet to identify our strengths and weaknesses. Worksheet responses were used throughout this process to help focus discussion, identify themes, and prioritize programming needs. Throughout the strategic planning process Board Members discussed and considered internal and external processes. The aggregated responses can be found in the Appendix. The responses were used to guide the work of the Mission Statement Committee, created at our December 2018 meeting and a new mission statement was adopted in January 2019. A summary of the Mission Statement Committee work can be found in the Appendix.

The Board completed a visioning exercise which resulted in the formation of a Vision Statement Committee. A new vision statement was adopted at our April meeting. A summary of that work can be found in the Appendix.

An Area of Need worksheet was completed by the Board to determine the specific results desired in each focus area. Responses from the customer survey were also included (the aggregated responses can be found in the Appendix). This activity provided guidance in the selection of measures/outcomes for the planning process.

A Strategic Plan Overview was presented to the board at the June meeting. This document contained the proposed Strategies and Activities. Board members prioritized a list of measures associated with each strategy and tied to the focus areas (found in the Appendix). This overview was adjusted to incorporate the selected measures and presented for review in July 2019.

Research/Continuing Education: The current Strategic Plan Report Card was reviewed quarterly. The board selected agencies currently funded by CAPSAW about which they were most interested in connecting their impact on our current strategic plan. Those agencies were invited to serve as a host location for a board meeting in order to provide insights into their programs. If their location was not able to serve in that capacity their staff were invited to attend a CAPSAW board meeting and deliver a program overview. The Board reviewed the year- to-date quarterly and locality reports for each agency as well as the previous year's Narrative Report. The impact that each agency had on the current strategic plan was part of the presentation. This process is ongoing. As a result of these presentations, speakers from the Continuum of Care and the Office on Youth were invited to provide additional insights into the specific needs of the area homeless and youth populations.

The 2019 Customer Satisfaction Survey was developed and distributed. Additional questions related to strategic planning were included. The board allowed agencies who submitted their responses in a timely manner to have an extension on second-quarter report due dates. As a

result, overall participation rates increased. The aggregated responses can be found in the Appendix.

Mission and Vision

Mission: Supporting local organizations to empower low-income individuals and families, strengthen our community, and create opportunities by providing funding and guidance to programs that address the causes and conditions of poverty.

Vision: Economic Security for every resident of Staunton, Augusta County, and Waynesboro is attainable through a coordinated network of innovative and collaborative services.

Goals, Strategies, Activities, and Measures

<p>Goal 1: Individuals and families with low incomes are stable and achieve economic security.</p>	
<p>Strategy 1: Provide students of all ages with the tools needed to complete the post-secondary path of their choosing.</p> <p>Focus Areas: Educational Attainment, Barriers to Service</p>	
Activities	Measures
<ul style="list-style-type: none"> • Low-income families receive affordable, quality day care, Pre-K, and summer programming for their children. • Students access high-quality and affordable K -12 educational services year-round. • Adult learners enroll in affordable and accessible educational opportunities. 	<p># of children (0 – 5) who demonstrate improved emergent literacy skills</p> <p># of children and youth who demonstrate improved positive attitudes towards learning, including improved attention skills</p> <p># of children (0 to 5) who demonstrate skills for school readiness</p> <p># of children and youth who achieve at basic grade level (academic, social, and other school success skills)</p> <p># of parents/caregivers that improve their home environments</p> <p># of individuals obtaining a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills</p> <p>% increase in those with a high school diploma</p> <p>% increase in those attaining an associate degree and higher</p> <p>% reduction in individuals reporting “lack of childcare” as an area of concern for adult education</p> <p>% decrease in 4th grade students with “not proficient or worse” reading skills test results</p>

Strategy 2: Connect community college, training and certification programs, and workforce development partnerships to bring job seekers and employers together.	
Focus Areas: Barriers to Service, Increased Earnings	
Activities	Measures
<ul style="list-style-type: none"> Individuals participate in accessible employment training and job skill development services. Adult learners receive services addressing barriers to success. 	<ul style="list-style-type: none"> # of unemployed youth who obtain employment to gain skills and/or income # of unemployed adults who obtain employment # of those newly- employed adults making a living wage or more # of those newly employed maintaining employment for 90 days and longer # of employed customers in a career advancement program who entered or transitioned into a position that provided increased income and/or benefits % reduction of individuals reporting that finding a job was “difficult” or “impossible” # of individuals who report improved financial well-being % reduction of individuals reporting a lack of skills for available jobs % decrease in households considered living at the ALICE (Asset Limited Income Restrained Employed) line \$500,000 in total increased income for CAPSAW funded program customers

Goal 2: Places where low-income people live are healthy and offer economic opportunity.	
Strategy 1: Provide whole-family programming delivering services and tracking outcomes to adults and children simultaneously.	
Focus Areas: Barriers to Service, Access to Physical and Behavioral Health Services, Affordable Housing	
Activities	Measures
<ul style="list-style-type: none"> • Funded programs will address the social determinants of health including housing, nutrition, physical environment, medical and behavioral services. • Funded programs will provide integrated case management services, life skills training, health education, and behavioral health services, reducing barriers to success for low-income families. • Funded programs will implement evidence-based programming to improve behavioral and mental health outcomes. • Families receive emergency and transitional supports to encourage long- term success. 	<ul style="list-style-type: none"> # of households experiencing homelessness who obtained safe temporary shelter # of households who obtained safe and affordable housing % increase in those who maintain safe and affordable housing for 90+ days # of individuals who achieved and maintained capacity to meet basic needs for 90+ days # of individuals who demonstrate improved nutritional skills (e.g. cooking, shopping, and growing food) # of individuals who demonstrate improved physical health and well-being # of individuals who demonstrate improved mental and behavioral health and well being # of parents/caregivers who demonstrate improved sensitivity and responsiveness in their interactions with children and dependents # of seniors, those with disabilities, and/or those with chronic illnesses who maintain an independent living situation # of households who experience improved health and safety due to improvements in their homes # of households with improved energy efficiency/energy-burden reduction

	<p>% reduction in households reporting experiencing a behavioral-health concern in the past year</p> <p>% reduction in individuals reporting they were “rarely” or “never” able to find emergency assistance</p> <p>% reduction in reported number of cost-burdened households</p> <p>\$875,000 in benefits accessed by CAPSAW funded program customers</p>
<p>Strategy 2: Design collective-impact strategies around the identified focus areas.</p> <p>Focus Areas: Barriers to Service, Affordable Housing, Access to Physical & Behavioral Health Services</p>	
Activities	Measures
<ul style="list-style-type: none"> • CAPSAW will create separate funding opportunities for programs providing integrated case-management services and those providing emergency/quality- of-life services. • CAPSAW will support sustainability efforts for funded programs through training, technical support, and information distribution. • CAPSAW will secure funding to develop new and innovative services in response to identified needs and community trends. • CAPSAW will establish and/or support action groups to develop mutually reinforcing activities to achieve shared measures and common goals related to the focus areas. 	<p>% increase in funded programs producing outcomes to address more than one CAPSAW focus area</p> <p>% increase in funded programs measuring impact on multiple members of the same household or family</p> <p>% increase in programs meeting targeted outcomes within 20%</p> <p># of accessible and affordable education assets or resources added to the community for children, youth, and adults</p> <p># of safe and affordable housing units developed</p> <p># of safe and affordable housing units maintained and/or improved</p> <p># of accessible and affordable behavioral/mental-health assets created and/or maintained</p> <p># of accessible and affordable physical health assets created and/or maintained</p> <p>% decrease in obesity rates for adults</p> <p>% decrease in uninsured families</p>

	<p>% decrease in teen pregnancy rates</p> <p>% decrease in number of children and adults at or below the poverty line</p> <p>Improvements in locality rankings in County Health Rankings</p>
<p>Goal 3: People with low incomes are engaged and active in building opportunities.</p>	
<p>Strategy 1: Create and support peer and family networks, mentorship programs, and learning communities.</p> <p>Focus Area: Barriers to Service</p>	
Agency Activities	Measures
<ul style="list-style-type: none"> • Funded programs will demonstrate the involvement of program customers in the development, design, and delivery of services. • Funded programs will support diversity and equity in programming and leadership. • Funded programs will create intentional opportunities for community service and development of leadership skills for their customers. 	<p># of funded-program customers who increase skills, knowledge, and ability to enable them to improve conditions in their community</p> <p>% increase in volunteer hours donated in support of CAPSAW-funded programs</p> <p># and % increase in programs reporting volunteer hours quarterly</p> <p>% increase in hours donated by program customers in support of CAPSAW-funded strategies</p> <p>% increase in funded programs using customer feedback to design and implement services</p>

Strategy 2: Provide accessible information to create an informed community.	
Focus Area: Barriers to Service	
Agency Activities	Measures
<ul style="list-style-type: none"> • CAPSAW will Improve information distribution to be more current, interactive, informative, and useful to our customers. • CAPSAW will secure increased funding to support initiatives as directed by the elected bodies served. • Funded programs will participate in educational and technical support programming. • CAPSAW will strengthen relationships with local, state, and federal elected officials through regular communication. • CAPSAW will develop regular distribution of outreach materials with focus on client outcomes, community needs and program management information. • CAPSAW will secure increased funding to support initiatives as directed by the elected bodies served. • Funded programs will implement communication plans to share their program outcomes, needs and connect with potential customers. • Funded programs will maintain a minimum of one ROMA trained staff member. 	<ul style="list-style-type: none"> • % of funded programs reporting that they understand CAPSAW reporting requirements • % of funded programs correctly submitting required reports quarterly/annual average • \$ and % increase in CAPSAW funding • \$15 Million in reported Economic Impact of CAPSAW on region served • # of technical-assistance requests fulfilled by CAPSAW staff • # of educational/networking opportunities provided • # of partners represented at educational/networking events • % increase funded programs with a minimum of one ROMA trained Board Member • % increase funded programs with more than one ROMA trained staff • # and % of CSBG standards judged met “beyond compliance” • % increase in funded programs reporting a minimum of three months of cash reserves • # and % of funded programs reporting an increase in total agency income

Implementation and Accountability

A Strategic Plan Report Card will be developed and reviewed quarterly as data and reports are received. The annual work plan will be developed each fiscal year and will be reviewed as part of the foundational document review process. This process will include opportunities for adjustment as determined by the board of directors.

Staff have developed a work plan based on the strategies, activities, and measures described. The work plan includes the following elements:

- Strategies and activities with action steps
- Baseline data on measures where possible
- Staff responsible for specific action steps and timelines for completion.

The board will receive regular updates on the work plan integrated with the annual community action plan goals as developed for Community Service Block Grant funding.

Appendix

The following pages contain the worksheets, discussion summaries and other efforts that were part of our strategic planning process. Responses are included as they were submitted with minimal edits for clarity of content.

Strategic Plan Worksheet Summary Responses

Introduction and Purpose:

What problem does CAPSAW seek to solve?

- CAPSAW helps individuals and families to move from being dependent on others for financial and social needs to be self-sufficient.
- Lack of resources and opportunities available to enable everyone in our area to be financially self-sufficient
- Reducing and/or eliminating poverty within Staunton, Waynesboro and Augusta County.
- Eliminate barriers to economic security

Why do I believe this problem needs to be addressed?

- In order for families to break the cycle of poverty and dependency on agencies and other family members programs have to be developed to help them learn they can be independent.
- Still too many residents working hard, accessing services available and still finding barriers
- Enable low-income individuals and families to gain financial independence, improve their quality of life and more fully become involved in their communities.
- For the good of the struggling individuals as well as the community at-large

Do I honestly believe we have the answer to that problem? (elaborate)

- I believe that well-planned programs for children and education for parents can make a difference. Even the youngest learner needs to see that hard work and independence will get them what they need. They may not see that in their own families.
- I do not believe that we have a full answer because we have limited resources and limited control of outside factors (e.g., health problems could severely limit individuals' potential for self-sufficiency, but we don't/can't provide health care). However, we can help.
- We have a significant part of the answer in working with eligible community nonprofits who in turn work with low-income individuals and families.
- I think we need to look at the culture of poverty.

What changes do I believe CAPSAW can affect?

- I believe CAPSAW can help families understand that the community is willing to help provide the scaffolding to help them reach goals to be self-sufficient.

- Not sure- helping people not slip lower but not necessarily climb out
- Strengthen community nonprofits
- Increased accountability
- Measurable results oriented
- Small amounts of support for people who need it and who are aware of the resources

What are CAPSAW's greatest strengths?

- The partnerships that have been developed and the commitment to maintaining them.
- Funds other agencies that actually work with the clients every day and thus are able to support those who are most knowledgeable
- CAPSAW Director
- Organizational Structure (board of directors)
- Local gov't commitment
- Community needs assessment
- **Resources (CSBG, TANF, Local match etc.)**
- Strategic Planning (going forward)
- Wisdom
- Vision
- Compassion
- Combined knowledge

What are CAPSAW's weaknesses or threats?

- Making sure all applicants are complying with the mission and vision.
- Without a broader social system with problems being addressed by multiple fronts, CAPSAW's work may be insufficient to even counter, let alone help with, outside forces and systems.
- Minimal firsthand perspective from local citizens struggling with poverty
- Changing culture of poverty
- Hand up, not a handout (Love Inc.)

How would things be different for our community if my dream came true?

- Parents would care for their children appropriately. Drugs would not be an issue. Everyone would want to work hard.
- What dream? If we had a broader and more holistic social safety net? Then there may be a very limited need for CAPSAW (or it could expand to cover other quality of life services that we currently aren't able to address due to more basic needs).
- Personal responsibility
- A way out of poverty for every family

ACTION	
Description	What are our highest-value activities? What are the things that CAPSAW does that accounts for most of the value of our work? Which of our activities contribute the greatest value?
<p>Job skills Legal aid Youth activities Support eligible community organizations in addressing the most critical needs Effective service delivery Strengthening partnerships and increased collaboration Individual lives changed and our communities strengthened The small grants that we started recently giving out for emergency services Funding groups that directly aid children and families with children</p>	
RESULTS	
Description	What are our key result areas? What are the specific results that we have to get in order to do our work in an excellent fashion? Of all those key result areas, which are most important?
<p>What gets measured gets done Number of individuals obtaining a job Number of those who maintain it Number receiving job skills training Effectiveness of services received Ways out of financial holes (credit, high rent) Job opportunities Culture change We have to improve lives in a tangible way with lasting effects</p>	

KEY INTERACTIONS	
Description	What can CAPSAW, and only CAPSAW, do that if done well will make a real difference? If we don't do it, it won't be done. Doing this task, doing it well, and doing it promptly can have a major impact on our Community.
<p>Housing? Jobs? Legal Aid? School retention? Lots of overlap in the community, not sure where we can have a unique impact</p> <p>Continue to help strengthen community-based organizations</p> <p>Make decisions regarding awarding federal money to groups that need it in our area</p>	

EFFICIENCY	
Description	What is the most valuable use of our time? This is the key question in efficiency and effectiveness. PLEASE COMPLETE IN LIST FORM!
<p>Exercises like this to help us figure out our most bang for our buck</p> <p>Best use of resources</p> <p>Learning about the objectives, operations and needs of the groups that we support</p> <p>Investigating other needs in our community that are not being met and attempting to help get them met</p> <p>Reevaluating the distribution of the money awarded and making sure that our decisions are based on the most up-to-date information regarding the two points above</p> <p>From Customer Survey:</p> <p>Assist youth on their path to financially stable futures by providing funding to agencies that offer educational support</p> <p>Continue to serve those below the poverty line with special focus on those with disabilities</p> <p>Support for early childhood programming</p> <p>Financial support for orgs serving low income</p> <p>Build and support local resources for low-income residents</p> <p>Continue to provide needs assessment data</p> <p>Increase opportunity for self-sufficiency for those in need</p> <p>Support for financial security /planning for low-income adults</p> <p>Support of collaboration efforts between organizations</p> <p>Advocate for needs of low income</p> <p>Serve children and their families</p> <p>Support for those impacted by poverty: homelessness, domestic violence, food insecurity, etc.</p> <p>VITA (Volunteer Income Tax Assistance)</p> <p>Positively impact poverty in our community</p>	

Mission Statement Discussion Summary:

Mission Statement Questions (ROMA):

- Is the population to be served identified? Does the mission identify low-income or other designation? Is there a geographic target?
- Can you tell from the mission statement the types of services that are administered by the agency?
- Are the expected outcomes clearly stated? Can you tell what will change?
- Is there any identification of relationships with other organizations that show the connections to help further its mission?

Current Mission: Empowering individuals and families to move from economic and social dependency to self-sufficiency.

Current Vision: Economic security for every resident of Staunton, Augusta County, and Waynesboro.

Responses from the Strategic Plan worksheet are listed below. Board members reviewed and discussed additional ideas which are included below.

Population Served:

- individuals and families
- enable everyone in our area
- Staunton, Waynesboro, and Augusta County
- families
- residents
- low-income individuals and families
- struggling individuals as well as the community at large

Types of Services:

- provide the scaffolding to help them reach goals to be self-sufficient.
- strengthen community nonprofits
- funds
- resources (CSBG, TANF, Local match etc.)
- support for early-childhood programming
- financial support for orgs serving low-income people

- build and support local resources for low-income residents
- continue to provide needs assessment data
- support of collaboration efforts between organizations
- advocate for needs of low-income residents
- provide funding to agencies that offer educational support
- support eligible community organizations in addressing the most critical needs

Expected Outcomes:

- positively impact poverty in our community
- increase opportunities for self-sufficiency for those in need
- we have to improve lives in a tangible way with lasting effects
- strengthen partnerships and increased collaboration
- individual lives changed and our communities strengthened
- gain financial independence, improve their quality of life, and more fully become involved in their communities
- being self-sufficient
- everyone in our area to be financially self-sufficient
- eliminate barriers to economic security

Relationships:

- help
- enable
- working with
- partnerships

Mission Statement Committee presented several options at the January 2019 board meeting, resulting in the acceptance of a new Mission Statement.

Supporting local organizations to empower low-income individuals and families, strengthen our community, and create opportunities by providing funding and guidance to programs that address the causes and conditions of poverty.

Visioning Activity Responses

Vision Statement: A statement describing the clear and inspirational long-term desired change resulting from an organization's or program's work.

CAPSAW Mission Statement: Supporting local organizations to empower low-income individuals and families, strengthen our community, and create opportunities by providing funding and guidance to programs that address the causes and conditions of poverty.

Visioning Activity Responses:

CAPSAW will be the catalyst for programs in SAW to improve the quality of life for all SAW residents

Economic Stability

Increased independence

A need less community- lack of (everything like shelter, education, employment, hunger) eliminated

Individuals will take/have pride in their accomplishments and no longer feel the stigma or challenges associated with poverty

Increase self-esteem.

End poverty. Economic and physical well-being that enables all people in the region to move beyond focusing on immediate needs to consider longer-term aspirations.

Successfully reached out and touched, empowered, and assisted youth and families in our region to attain an education and build a family environment from the ground up.

Economic Security

Empowering individuals and families to access community resources and benefit from to help break the cycle of poverty.

Current CAPSAW Vision Statement: Economic Security for every resident of Staunton, Augusta County and Waynesboro is attainable through a coordinated network of innovative and collaborative services.

Areas of Need - Worksheet Summary Responses

Area of Need: Education (Youth)	
Description	What are the specific results that we must get in order to do improve youth education in the region?
<ul style="list-style-type: none"> • Have community members report that they feel like they have the resources they identify that they need for their kids to be successful in school • Have after school programs available that community members report are affordable and help their children with school work (as needed) outside of school hours • For this region I think we need to try and provide more after school volunteers that can assist the students and help the current staff that is trying to be there to help now. Maybe reaching out and trying to partner with Mary Baldwin students • Pay teachers a living wage • Improve involvement • An increase in funding for school, afterschool programs and youth-focused organizations • A sufficient number of quality educational programs (before, after, and during school hours) that meet the needs of every youth in our region • Policy changes on the local, state and federal level when it comes to education. Bureaucracy has created too many barriers and too many of our youth have fallen through the cracks. • Lack of affordable summer programming <p>Themes:</p> <p>Affordable, quality educational programs for all youth Improved awareness of programming/resources Stronger partnerships</p>	

Area of Need: Education (Adult)	
Description	<p>What are the specific results that we have to get in order to do improve adult education in the region?</p> <ul style="list-style-type: none"> • Have community members report that they feel like they have access to resources they need/want for continued adult education • Provide more places in different locations in our region to reach out or make sure we are easy to reach and maybe having more adult volunteers who have already been through a program that can help the next person/adult and let them know they can make it • Improve awareness of what is available • Improve awareness of value of education, increase understanding of why increased education will benefit them • Stronger partnerships with local institutions of higher learning • Create more opportunities for the adult learner • Address available childcare so adults can enroll in programs <p>Themes:</p> <p>Improved awareness of programming/resources Childcare Stronger partnerships Expanded programming, mobile learning opportunities</p>

Area of Need: Employment Supports	
Description	What are the specific results that we have to get in order to do improve employment supports in the region?
<ul style="list-style-type: none"> • Track and demonstrate increased employment opportunities that provide a long-term, full-time living wage (not just low wage), health benefits, etc. • Have community members report that employment in the area meets their specific needs • Work with businesses who may be willing to give those that have a criminal record a chance to redeem themselves. I know we probably have some companies already that do that, but we may need more to have an open heart or open mind • Better-paying jobs and more opportunities to gain the skills and experience needed to get hired • A transportation system that operates on a schedule that accommodates workers who don't have 9 – 5 jobs • More access to public transportation • Available childcare programs <p>Themes:</p> <p>Childcare Matching training programs with available jobs/needs More jobs/better wages/increased benefits Transportation</p>	

Area of Need: Housing	
Description	What are the specific results that we have to get in order to do improve housing in the region?
<ul style="list-style-type: none"> • Have matched a high percentage of community members who report a lack of adequate housing with housing that they report meets their needs • Staunton is doing a pretty good job now • Policy changes are needed on local, state, and federal levels. Our local housing options are either expensive, poorly maintained, or lacking. We need better options. • Visibility – a lot of people are unaware of the resources that are out there • Stronger partnerships with Habitat for Humanity, local housing authorities etc. <p>Themes:</p> <p>Improved awareness of programs/resources Stronger partnerships More people with adequate housing Improved housing options (both cost and condition)</p>	

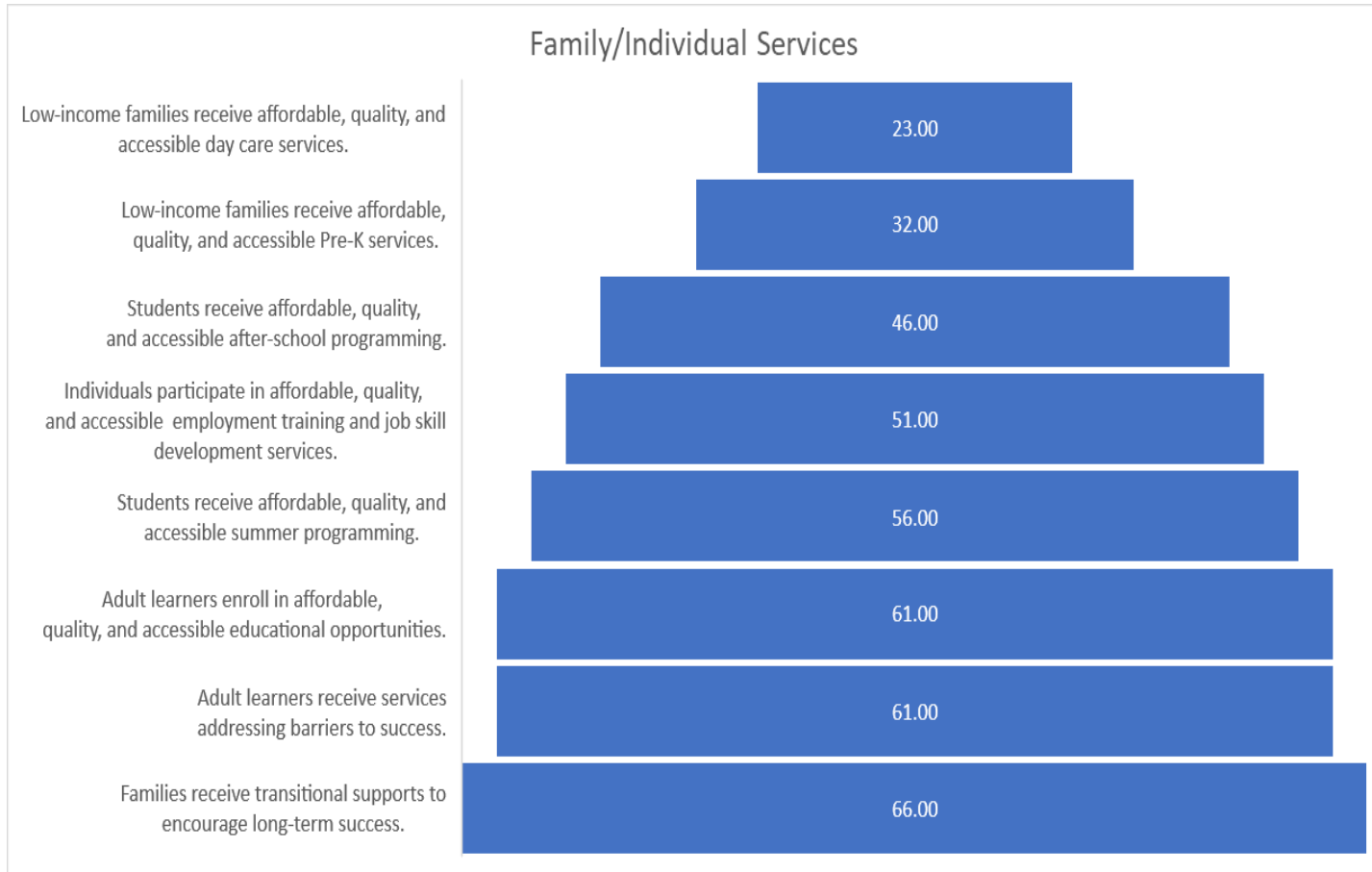
Area of Need: Medical Care	
Description	What are the specific results that we have to get in order to do improve medical care in the region?
<ul style="list-style-type: none"> • See dramatically increased number of people in area registered for Medicaid (with state Medicaid expansion, many people in the area should now qualify so we should see huge increases in adults using it if they are well-informed about it) • Have community members report that needs are being met regarding healthcare • Increased transportation options for those needing care • Services aiding those needing help filling out paperwork to seek care • Transportation • Improved awareness • Look at CHNA (Community Health Needs Assessment) from the hospital • Providing more free clinic opportunities. For example, having the traveling clinics come around in areas where people have no real transportation to get to a medical/dental facility 	
<p>Themes?</p> <p>Improved awareness of programs/resources</p> <p>Transportation</p> <p>Mobile services</p>	

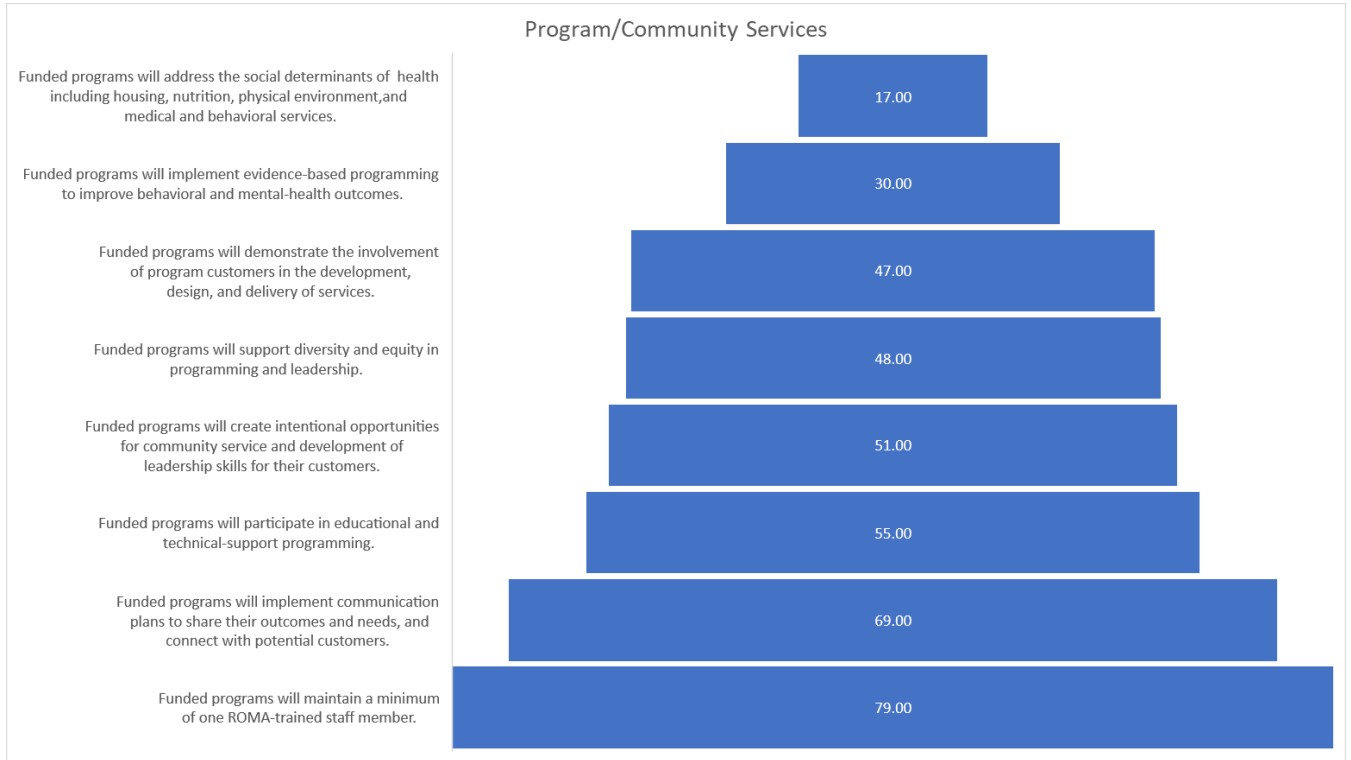
Area of Need: Behavioral Health (mental health & substance abuse services)	
Description	What are the specific results that we have to get in order to do improve behavioral health in the region?
<ul style="list-style-type: none"> • Should be covered under Medicaid for many adults, so with state expansion of Medicaid improved access should be indicated by dramatically increased number of people in area signed up for Medicaid (with state Medicaid expansion, many people in the area should now qualify so we should see huge increases in adults using it if they are well-informed). • Have community members report that needs are being met regarding behavioral health • Providing a better mental health assessment because some of just released or sent out in the community and not given enough time or assessment to see just how they are doing or can cope in society. Better follow up with mid/severe behavioral persons. • Stabilization center for mental behavioral health • How do you make them accept the need? • Increased awareness <p>Themes?</p> <p>Improved awareness of programs/resources (increased utilization) Improved/increased behavioral health assessments Improved/increased follow up services</p>	

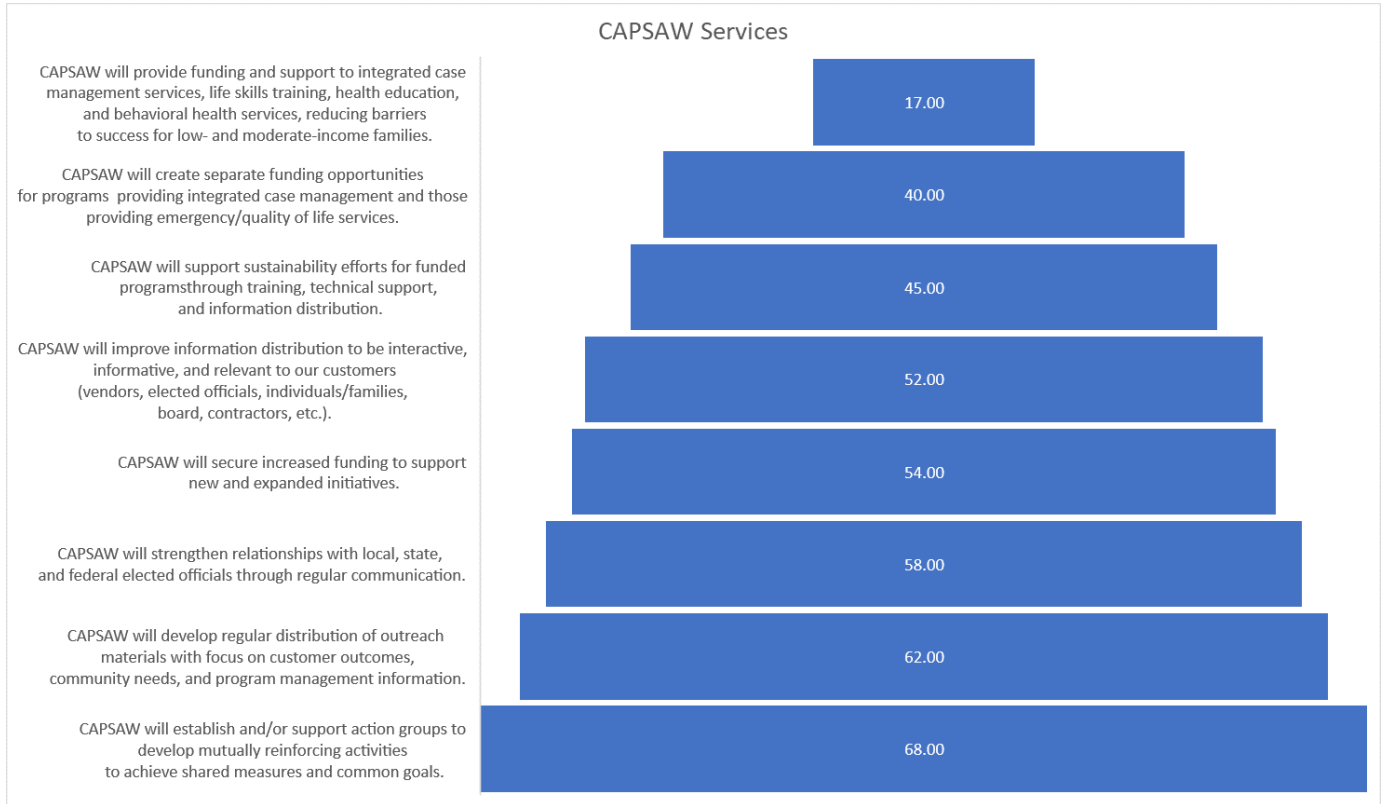
Area of Need: Community Awareness of Available Services	
Description	What are the specific results that we have to get in order to do improve community awareness of available services in the region?
<ul style="list-style-type: none"> • Have services being used at maximum capacity / serving the maximum number of people as estimated to need those services in this area • Organizations need to work together, give available information regarding other services to clients • Central location where all services are listed • I think we are doing a good job now. We just need to continue to spread the word, get the message out there and hope that people will come on board and meet us halfway. Could also send more information to churches, businesses to post. <p>Themes?</p> <p>Increased utilization of services Improved partnerships Improved awareness of programs and resources</p>	

Community Partner Survey 2019	
Description	How can CAPSAW support collaboration efforts between organizations?
<p>Themes:</p> <ul style="list-style-type: none"> • Offer networking events • Connect agencies working on similar topics/outcomes • Share opportunities for collaboration • Share best practices • Create dialogue between CAPSAW agencies 	

Prioritization Exercise Results







CAPSAW Strategic Plan FY 2020 -FY 2024

1	3
Funded programs will address the social determinants of health including housing, nutrition, physical environment, and medical and behavioral services (17)	CAPSAW will improve information distribution to be interactive, informative and relevant to our customers (vendors, elected officials, individuals/families, board, contractors etc.) (52)
CAPSAW will provide funding and support to integrated case management services, life skills training, health education and behavioral health services reducing barriers to success for low- and moderate-income families (17)	CAPSAW will secure increased funding to support new and expanded initiatives (54)
Low-income families receive affordable, quality, and accessible day care services (23)	Funded programs will participate in educational and technical support programming (55)
Funded programs will implement evidence-based programming to improve behavioral and mental health outcomes (30)	Students receive affordable, quality and accessible summer programming (56)
Low income families receive affordable, quality and accessible Pre-K services (32)	CAPSAW will strengthen relationships with local, state, and federal elected officials through regular communication (58)
CAPSAW will create separate funding opportunities providing integrated case management and those providing emergency/quality of life services (40)	Adult learners enroll in affordable, quality and accessible educational opportunities (61)
4	
CAPSAW will support sustainability efforts for funded programs through training, technical support and information distribution (45)	Adult learners receive services addressing barriers to success (61)
Students receive affordable, quality and accessible after-school programming (46)	CAPSAW will develop regular distribution of outreach materials with focus on customer outcomes, community needs and program management information (62)
Funded programs will demonstrate the involvement of program participants in the development, design and delivery of services (47)	Families receive transitional supports to encourage long term success (66)
Funded programs will support diversity and equity in programming and leadership (48)	CAPSAW will establish and/or support action groups to develop mutually-reinforcing activities to achieve shared measures and common goals (68)
Individuals participate in affordable, quality and accessible employment training and job-skill development services (51)	Funded programs will implement communication plans to share their outcomes, needs, and connect with potential customers (69)
Funded programs will create intentional opportunities for community service and development of leadership skills for their customers (51)	Funded programs will maintain a minimum of one ROMA trained staff member (79)
Lowest Possible Score = 11	Highest Possible Score: 88

2019 CUSTOMER SURVEY RESPONSES

What new service(s) or expanded programming is your agency currently seeking to implement?

- We are in the process of interviewing candidates to hire as shelter relief staff. 1) Our ultimate goal is to provide 24-hour coverage at the shelter. 2) We are looking for a part-time licensed counselor to provide individual and group counseling for our shelter residents and community clients. Our ultimate goal is to have a full-time licensed counselor on staff. 3) We are in the process of expanding our outreach and volunteer program. Our ultimate goal is to hire an additional person to assist the current outreach and volunteer coordinator. 4) We are negotiating with the shelter landlord to rent additional space in the future in the building next door to the shelter. Our ultimate goal is to equip part of the space to provide transitional housing and to use the remaining area for other activities, such as meetings with staff and/or allied professionals, art therapy and other creative outlets, and to host special events for the clients.
- We just implemented an on-line application for our services as an additional means of applying.
- Summer childcare for limited number of eligible children
- We would like to translate all our core client documents into Spanish. We are looking into new partnerships in the community to help our pediatric outreach and expanded program areas.
- We have plans to continue expanding the recently acquired Valley VITA program. We want to be able to expand into Waynesboro and other parts of the County within 2 years.
- At this time, we are not planning to start a new program or expand an existing program
- Increased community programming through our action teams.
- Summer childcare for eligible families.
- Pathway of Hope - it is a one-on-one case management program, designed to work with clients for a year or more to help them get out of poverty
- We are currently collaborating with Augusta Health for "Healthcare for the Homeless". We are working with them to implement updated Medicaid applications for our clients, which will greatly enhance our service implementation. We are also meeting with the AH staff in January to further refine our healthcare program and fine-tune current services, as well as exploring additional services to help clients overcome barriers to ending homelessness.
- None
- We hope to expand the Pathway of Hope program this year.
- No new services, just trying to stretch resources enough to meet the demand for ongoing services.
- Expansion of programming for low-income food-insecure seniors who don't qualify for federal food assistance, but still struggle to put nutritional food on the table.
- Blue Ridge CASA is seeking to add new programs that address the most important unmet needs of children who have been victims of abuse and neglect in SAW. We have identified some potential programs, but we are still evaluating which ones are a priority based on the children's

needs, availability of financial resources, our competency to implement such new program, and the availability of similar services in the community.

- This year we've started rolling out two new dementia education programs - Virtual Dementia Tour and Dementia Friends Information Sessions. Both are designed to increase understanding of dementia across the community, thus making the community more supportive of people with dementia and their caregivers. It's the beginning stages of VPAS leading our communities to be certified as Dementia-Friendly Communities. We are also working on implementing additional socialization/recreational activities outside of the traditional Senior Center model in order to meet the needs of additional members of the community.
- STEM program and Workforce Development
- We are planning to increase staff and capacity for in-house mental health services.

What obstacles are preventing you from implementing new or expanded programming?

- The primary obstacle for expanding our programming is lack of funds to pay for additional part-time and/or full-time staff and to secure the space we need.
- Lack of sufficient funding!
- Volunteers - we are challenged to find able, skilled volunteers to work on our projects.
- Funding
- There is always a larger "wish list" than budget :-)
- We need to secure additional funding in order to be able to hire a Full-Time, year-round, VITA staff person who will focus on Volunteer Recruitment outside of the filing season in order to be able to expand our Sites.
- N/A
- Lack of funding for anything beyond the very basics. Also, no funding for a dedicated website limits our reach.
- Finances
- We have already started the program with one client, but we want to take on more clients.
- Funding is always an issue in terms of creating new programs.
- Families interested in taking a risk on the program.
- Financial obstacles, as well as staffing
- Funding. The Food Bank purchases the food that goes to low-income seniors who don't qualify for USDA CSFP monthly food boxes.
- Funding.
- Money - while it can't buy happiness, it can buy additional staff hours and marketing/advertising.
- Funding is the main obstacle to expanding programming.

How can CAPSAW help your agency address obstacles to the development and/or implementation of new programming?

- Our agency could benefit from increased funding and from being connected to other local funding sources.
- N/A (other than giving us more \$\$!)
- We might ask that for a future grant
- We are grateful for ALL that the CAPSAW staff already does for our agency. THANK YOU! We would be happy to also be connected to other non-profits to partner on needs for the community if there is ever an issue that comes to the attention of the CAPSAW staff or board.
- CAPSAW has been a tremendous resource in the transition of Valley VITA and in future we would love to continue the open line of communication.
- N/A
- Continuing to be a steady source of funding, along with continued help and support from the director.
- CAPSAW could help us identify other funders, partners, or other funds available to get started with this initiative. We might use the funds to pay a scholarship to an existing childcare center for summer care... (?)
- By referring us to other agencies that might be able to partner with us.
- CAPSAW can continue to bring the needs of low-income individuals and families to the forefront of the minds of those who operate agencies such as our local Community Foundation, our local United Way, and our local civic groups. It is our agency philosophy that we must help our local needy first before helping those living outside of our catchment area. Also, there are certain programs that receive more attention/funding than those serving low-income clients, and we value/appreciate CAPSAW's dedication to continuing to advocate for the low-income population.
- N/A
- Continued financial support
- Help the Food Bank connect with organizations working with these clients on other needs.
- Help me identify and connect with staff and BOD of agencies that offer services to children who have been victims of abuse or neglect or are at risk.
- Continue to provide funding as you are able and to provide outlets for networking. When advertising dollars don't exist, word of mouth is important to get information out about our programs.

