



**St. Lawrence County Community Development Program
Five Year Strategic Plan**

The Strategic Plan for St. Lawrence County Community Development Program Inc. consists of the following Measurable Goals and Objectives, and Action Steps. These have been developed based on the results from:

Community Needs Assessment; Program Self-Assessment; Parent Satisfaction Surveys; CSBG and Individual Staff Performance Appraisals, the following five-year goals have been developed.

Goal: Encourage Career Development to assist with professional growth. (Staff Development)				
Objectives	Action Steps	Program Impacts/Outcomes	Measurement and Progress Reports	Update
Cultivate Professional Development Opportunities for Staff and consumers	Leverage HR to build long term agency career plans	Decrease Turnover rate	Paylocity Unemployment figures Review Monthly	1/24 no change to Unemp. Rate
	Shore up On Boarding process	Staff understanding of what position entails/less confusion. Decrease turnover rate.	Check in... 30/60/90 observation	
	For Head Start, segment process	Better understanding of role		
	Facilitate In- Person Exit Interviews conducted by HR or outside party	Knowing what works and what needs to be "fixed" Personal/1:1 Honest evaluation	Exit interview Document by last day of employment	Exit interviews taking place. 1/24
	Present Financial Literacy training for all Staff	Staff knowledge	Sign in sheets	Scheduled for and completed November 9, 2023
Succession Planning	Each department create plan that will assure continued program operation during transitions	Staff longevity Continuity of operations	Individual Program Plan for succession in absence of key staff	Due by end of January Completed 2/6/24

	Each department plan will create Agency wide plan	Promotional opportunities Partner with One Stop Area Colleges	Agency wide plan with plans for each department by January 31, 2024	Completed
	Plans to be reviewed Annually	Most up to date information to continue operations	Plans with updates in December of each year	
Offer Professional/career advancement opportunities	Within each department, program managers will review employee needs/wants for advancement	Employee retention, improved professionalism Employee investment	Certifications Training logs	
	Assure monies available within individual and/or agency budgets		Resource Availability	

Goal: Address multi-generational Programming Improve Community Engagement/effectively serve consumers				
Objectives	Action Steps	Program Impacts	Measurement and Progress Reports	Update
Enhance CDP consumer experiences	Contact Office for the Aging	Seniors involved		
	Meet with Megan Conklin RE: Community Friendship volunteers	Community members more engaged in Community activities		
Offer Volunteer experiences to improve or develop job skills that lead to employment	Contact Cathy Crosby re: cbl students	Career Opportunities for Students	August and January yearly	
	Attend SUNY Canton Job Fair	Potential new employees	Sign in Sheets	
	Contact Area Guidance Counselors re: National Honor Society volunteer hours	More Agency Exposure throughout County Awareness of County opportunities		
Increase partnerships	Partner with Renewal House	More Community Engagement	Partnership Agreement	Completed December 2023

Engage customers in seeking employment	Attend Volunteer Fairs Open Houses	Volunteer opportunities	In kind	
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Goal: Reduce poverty and revitalize low income communities, focusing on self sufficiency				
Objectives	Action Steps	Program Impacts	Measurement and Progress Reports	Update
Families and individuals will achieve economic security	Vita Program	Increase in Income tax refund	Numbers of participants Between Jan and April 15 yearly	
Families and individuals will pursue employment	Assist and engage consumers to obtain employment (FSS, Head Start, Neighborhood Centers	Family Self Sufficiency Volunteer experiences improve job skills	CSBG reports from NC, FSS & HS Monthly Escrow will grow	PPR # 1 submitted
	Engage consumers in workshops on budgeting, nutrition and health and safety. (\$25 gift cards for participation	Empower advocacy in consumers	Sign in Sheets Check in 30 day/ongoing contact with Partners Survey at end	
Offer financial stability programs	Budgeting workshops	Movement towards individual and family stability	NC & HS sign in sheets	
	Partner with PPC			
HCVP will provide rental assistance to families	Utilization rate will increase to 94%	Increased Voucher Size	Board Reports monthly	
	Partner with local Housing Authorities for new vouchers	Increased vouchers Housing Stability Safe and affordable housing	buildings at Evergreen Park	
	Increase energy efficiency in subsidized units	Lower energy costs for consumers	Obtain Temporary WX sub-grantee grant	

Goal: Communication				
Objectives	Action Steps	Program Impacts	Measurement and Progress Reports	Update
Enhance Partnerships	Network with community/groups to receive food and	Increase knowledge & visibility of Agency programs	Increased Knowledge and use of Agency Programs	

	monetary donations to improve nutrition for consumers		Waiting Lists	
	Provide current and accurate data to consumers	Strengthen Network	Channel 7 Dashboard	
	Current Staff to participate in networking opportunities in the County	Strengthen knowledge of similar programs and interactions between	Benchmark with similar organizations. Looking for best practices Referrals	
Implement DEI within the Agency for employees as well as consumers	Create a Policy and have approved by BoD	Employee Retention and buy-in	Policy Evaluation	January 2024
	Agency wide training by qualified individual		Sign in sheets	March 24

Goal: Build Financial foundations				
Objectives	Action Steps	Program Impacts	Measurement and Progress Reports	Update
Engage HCVP participants in goal setting through FSS	Identify families	Increased utilization	Monthly Board Reports	
Increase funding for existing Programs/explore new funding sources	Create budgets with PM and monitor same	Increased funding	Monthly - Statement of Activities	
	Promote NC's through advertisement, open house events	NC's remain in operation	Cash account reports 7 News Dashboard Create events on Facebook	
	Reach out to Chamber of Commerce Re: publicize in Newsletter	Increased awareness of NC		
	Promote HS through media (newspapers, TV, Public Radio	Continued Grant obtainment	Increased enrollment Wait lists	On going through June 2024

	Host annual Event (IE wine tasting)	Increased unrestricted funds	Bank Statements	
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Goal: Create Community Awareness of CDP				
Objectives	Action Steps	Program Impacts	Measurement and Progress Reports	Update
CDP and its programs will be recognized by Community/Agencies	Complete SLU PIC application	Dedicated person to find answers		Application Submitted/denied
Increase public relations	rebranding Agency	Rebranding Agency making it recognizable to		
Annual Agency Event		Increased awareness of Agency/programs	Survey of Community/Partners	

Goal: Increase Board membership & participation				
Objectives	Action Steps	Program Impacts	Measurement and Progress Reports	Update
To be able to carry on regular BoD duties as assigned	Regular Membership Committee meetings	Full understanding of Board member rule	Attendance	
	Actively recruit Board members	Full Board	Wait list	

Vision statement

The strategic plan for CDP aims to further the following organizational vision:

St. Lawrence County Community Development Program strives to be a community organization focused on delivering services that meet the changing needs of low-income families in St. Lawrence County and

to empower them to participate more fully in their community.

Mission Statement

The mission of CDP is:

St. Lawrence County Community Development Program is committed to encourage and assist low-income individuals and families to attain self-reliance, dignity and self-sufficiency through education, guidance and services

The primary business of CDP is to provide Services and Programs for low- and moderate-income families through an intake process, which is used to assess problems and utilize this information to assist individuals and families to achieve self-sufficiency.

Values

The values that govern St. Lawrence County Community Development Program include the following:

- Quality customer service for all program participants and potential participants
- A work environment which fosters creativity and promotes the exploration of innovative ideas.
- Adherence to best practices in every aspect of the organization

Core members of CDP are:

Executive Director

Chief Fiscal Officer

Board of Directors

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

Strengths - Variety of programs that serve various demographics.

- Accessibility
- Partnerships
- Ingenuity

- Creativity
- Teamwork
- Community Needs Assessment completed 2022 and up dated 2023

Weaknesses – Staff education about various Agency programs

- Low pay scale
- Finding staff with required qualifications
- Large service area
- CDP perception as part of the County
- Communication
 - Language Barriers, emotional/mental health barriers
- Community knowledge of CDP & programs
- Comprehensive public transportation system
- Safe Affordable Housing
- Medical providers are needed
- Food insecurity is rampant
- County is a childcare desert
- Lack of Board engagement/involvement

Opportunities

- Knowledgeable staff
- Branding/marketing (student intern. Set us up (resources etc)
- Multiple partner agencies

Threats

- Sustainability
 - Funding cuts for HS
 - Lack of Donor Support for Neighborhood Centers
 - Staff turnover
 - Political environment
 - Infrastructure (increased competition for grants (duplication of services (pantries)

