



CAPQUEST

"Our Journey to Excellence"

2024 Strategic Plan Performance Report



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Message from The Executive Director



Dear staff at CAPMC,

I am so excited to share our 2024-2028 CAPMC – CAPQuest Strategic Plan. This project began years ago and we are finally ready to release the final plan to you and our community. As I reflect on the strategic plan I am overwhelmed with gratitude for the incredible impact we will make together at Community Action Partnership of Madera County, Inc. (CAPMC). Amidst the challenges and uncertainties, your unwavering support and dedication have been the driving force behind our success.

How will you be a part of  24-28? By participating and working on the goals, measures and initiatives for your specific department and by assisting Administration to address the needs of individuals and families living in poverty and that our programs and services are in alignment with the mission.

Over the past year, we have witnessed remarkable transformations in the lives of those we serve. Through our programs and services, we have provided essential support to individuals and families facing adversity - offering hope, healing, and the tools needed to thrive. Whether it's providing shelter to those experiencing homelessness, counseling survivors of domestic violence, or offering quality educational opportunities to underserved children, each interaction has been a testament to the power of compassion and dedication.

Our impact will extend far beyond the numbers or performance legend. It will be seen in the smiles of children who now have a safe place to learn, in the empowerment of survivors reclaiming their lives, and in the resilience of individuals overcoming obstacles to achieve their dreams.

The need for our services has never been greater, and there is still much work to be done. But I am confident that with your continued support, we will rise to meet these challenges head-on, ensuring that no one is left behind.

In closing, I want to express my deepest gratitude to each one of you who has contributed to our mission. Let us work together to be recognized as a premier social service agency. Together, we are helping people, changing lives!

In service,

Mattie Mendez, Executive Director

COMMUNITY ACTION PARTNERSHIP OF MADERA COUNTY, INC.

CAPQuest Strategic Plan 2024-2028



Community Action Partnership of Madera County - Strategic Plan 2024 – 2028



MISSION:
Helping people, changing lives, and making our community a better place to live by providing resources and services that inspire personal growth and independence.

VISION:
CAPMC will be recognized as a premier social service agency that eliminates the effects of poverty by helping people obtain knowledge and skills to achieve self-reliance and economic stability...one life at a time.

STRATEGIC GOALS:

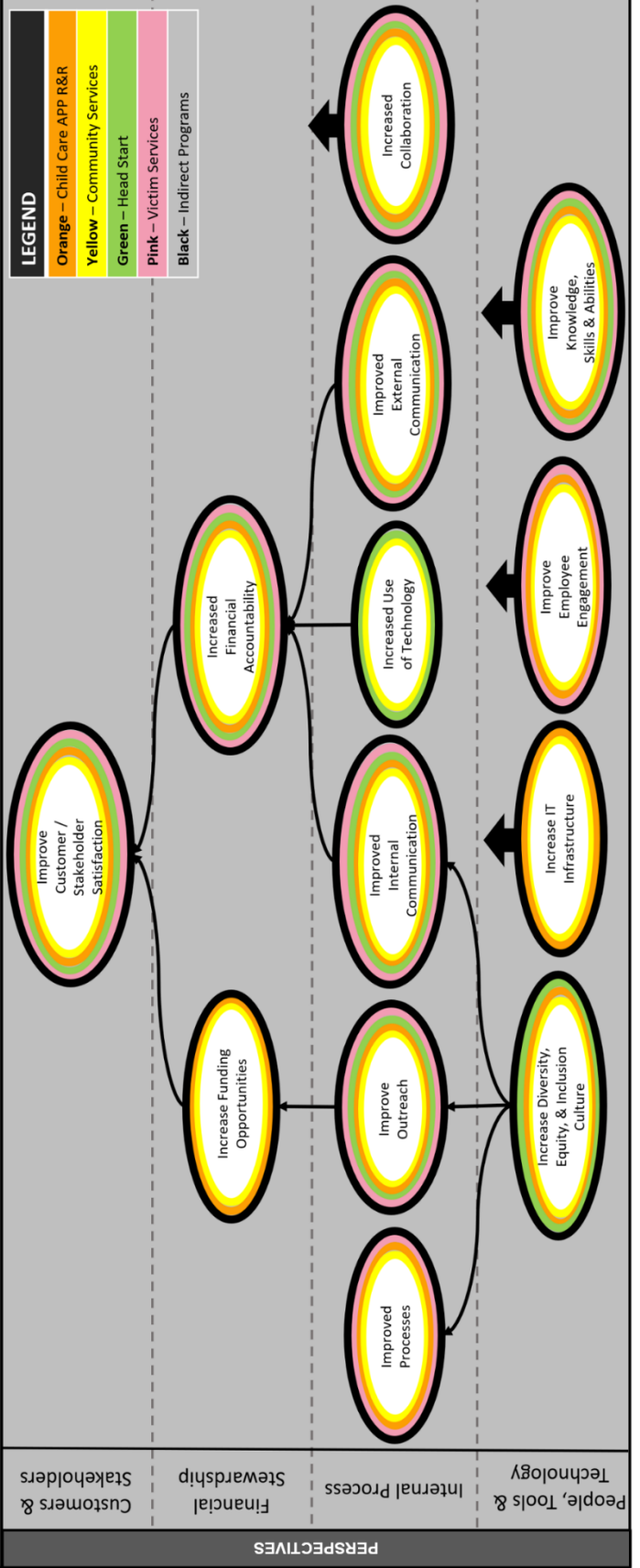
Premier Programs and Customer Service
Strategic Result: Our programs achieve exceptional results and our customers are highly satisfied with the quality of the customer services they receive.

Operational Excellence
Strategic Result: We have formal, integrated systems that enable the organization to achieve efficiency, effectiveness and exceed customer expectations.

Community Partnering
Strategic Result: We have an extensive effective network of community partners that achieves tangible results for our program participants.

Capacity Building
Strategic Result: The capabilities of our organization and employees are strengthened to better meet the needs of our community.

CAPMC Strategy Map – Strategic Objectives



CAPQuest 2024-2028 Perspectives



Customer & Stakeholder

Improved Customer/Stakeholder Satisfaction



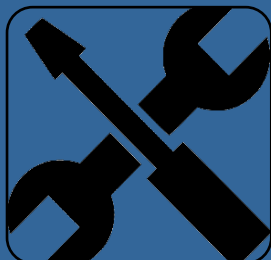
Financial Stewardship

Increase Funding Opportunities
Increased Financial Accountability



Internal Processes

Improved Processes
Improve Outreach
Improved Internal Communication
Increased Use of Technology
Improved External Communication
Increased Collaboration



People, Tools, & Technology

Increase Diversity Equity & Inclusion Culture
Increase IT Infrastructure
Improve Employee Engagement
Improve Knowledge, Skills & Abilities

Performance Legend



A **green light** indicates either the goal has been achieved or performance is at least 95% of the long-term target



A **yellow light** indicates performance is between 86% and 94% of the long-term target



A **red light** indicates performance is at or below 85% of the long-term target



A **yellow/red light** indicates mixed results; performance evaluated using statistical analysis and expert knowledge

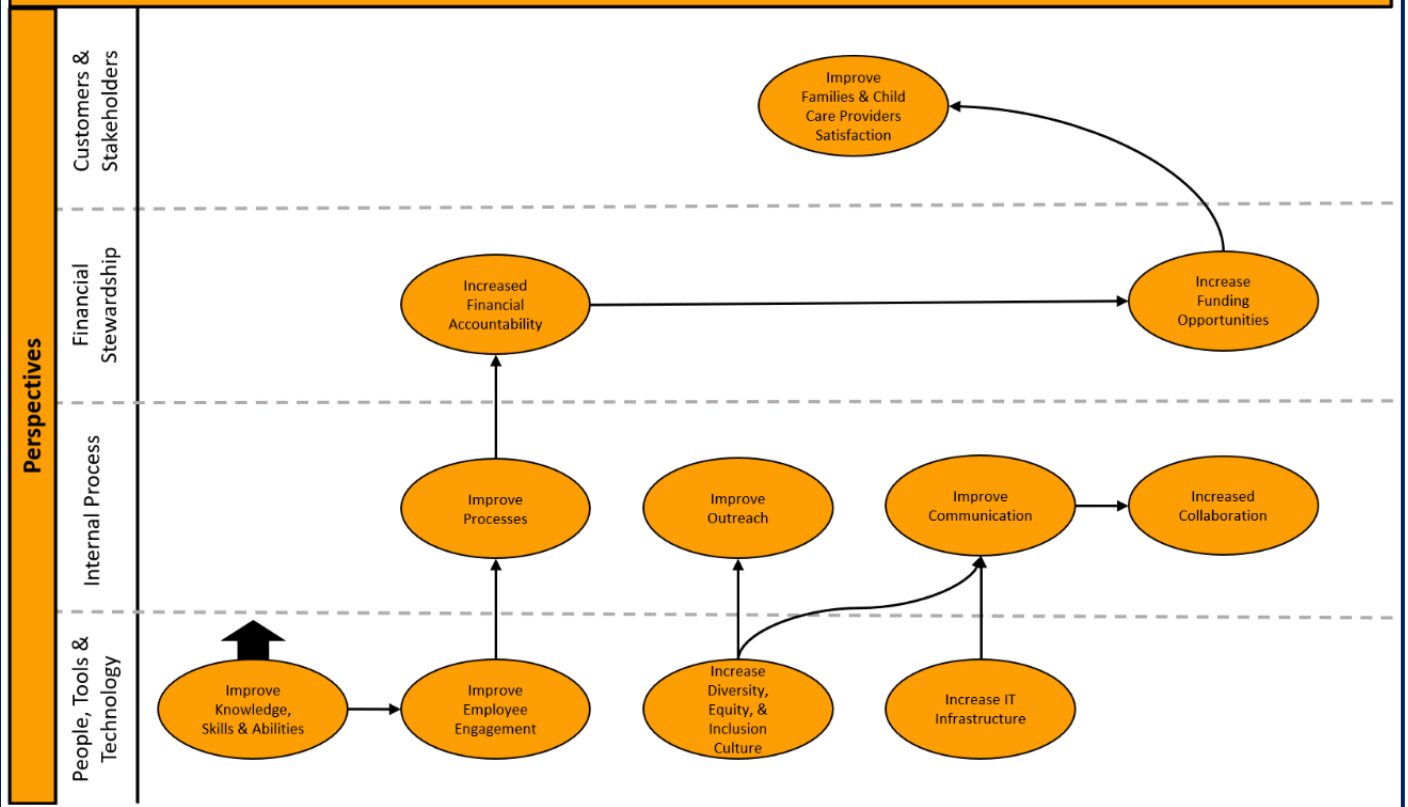


No light indicates that measurement data are not yet available and/or that targets have not been established

Child Care Alternative Payment and Resource & Referral Program Objectives







Child Care Alternative Payment and Resource & Referral Program



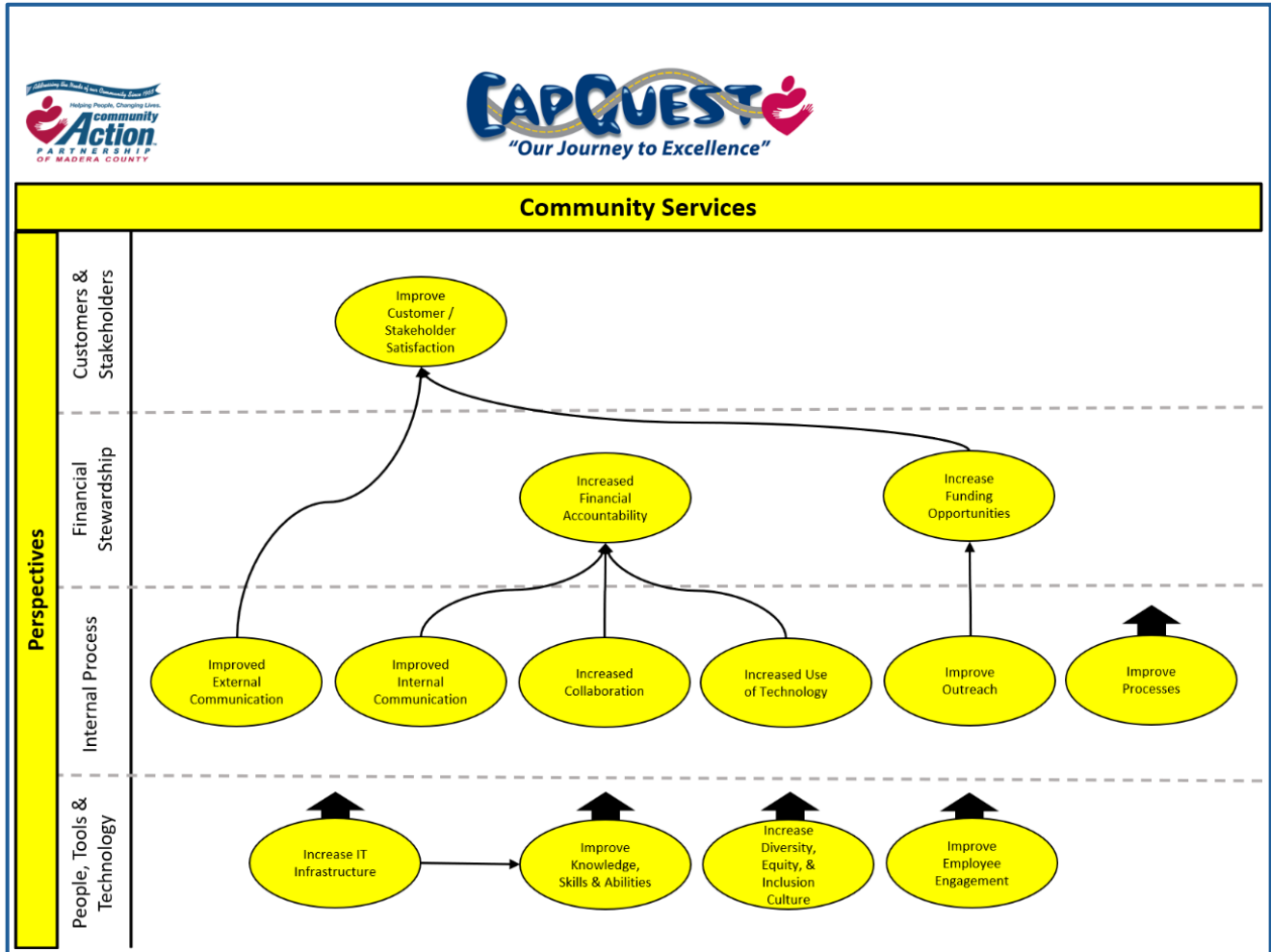
Child Care Alternative Payment and Resource & Referral Program Goals, Initiatives and Measures

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Our goal is to address parent/provider issues and concerns in order to provide excellent customer service. In addition, increase parent/provider participation and involvement. Lastly, communicate critical information related to program/policy changes in a timely manner.</p>	<p>Alternative Payment and Resource & Referral Program</p>	<p>Conduct yearly parent/provider surveys for customer satisfaction and program improvements.</p> <p>Communicating critical information related to program/policy changes through our parent/provider newsletter and the monthly provider calendar. In addition, update, when necessary, our Parent and Provider Handbook of Written Policies, and distribute to parent and providers in a timely manner.</p> <p>Utilizing social media, electronic communication and text messaging for mass communication.</p> <p>Increased provider participation.</p>	<p>Surveys will be issued roughly around January - February and due by April, latest May. (Done yearly, due dates are subject to change based on Program Self-Evaluation due date to California Department of Social Services (DSS)).</p> <p>Provider surveys will be issued every June 30th at the closing of the fiscal year to plan for the new fiscal year. All surveys are due by the end of July. Suggestions and feedback provided will be used to retain current participation and attract new recruitment. In addition, offer incentives if funding permits it.</p> <p>Ongoing yearly reviews will be conducted to monitor progress.</p>	<p style="text-align: center;">●</p> <p style="text-align: center;">●</p> <p style="text-align: center;">●</p>



OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>The ability to serve a broader community outside of the home base location. In addition, sustain current funding available and take-on new families based on the high demands of child care in our community.</p>	<p>Alternative Payment and Resource & Referral Program</p>	<p>Increased agency presence outside of Madera, CA.</p> <p>Increased diversity by focusing on different regions in our community. Marketing our program services by displaying flyers/brochures in English/Spanish, (common language spoken in our community).</p> <p>Demographic Populations, conduct outreach in rural areas, schools and community events.</p> <p>Sustained funding when possible.</p> <p>Funding growth based on the demands of our community.</p> <p>Increased collaboration with other agencies by participating in outreach opportunities and attending meetings.</p>	<p>The number of waitlist applications received and entered in our KinderSystem Eligibility List will demonstrate the demands of subsidized child care services needed in our community. This will be reviewed every six (6) months or when funding permits for enrollment.</p> <p>Collaboration is ongoing. It will be reviewed yearly. Success of such will be determined in number of waitlist applications received and the number of prospective new licensed child care providers registered through Resource & Referral.</p> <p>Ongoing yearly reviews will be conducted to monitor progress. *At the end (June) and beginning of the fiscal year (July) due to funding availability.</p>	<p style="text-align: center;">●</p> <p style="text-align: center;">●</p> <p style="text-align: center;">●</p>




OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Ensure Alternative Payment Program is in compliance with Child Care Bulletin No. 22-03 - Guidance on Provider Payments, Child Care Bulletin No. 21-07 – Recording and Reporting Attendance and Title-5 Regulations.</p>	<p>Alternative Payment and Resource & Referral Program</p>	<p>Provider payments are calculated correctly, reimbursement to provider is determined by the certified need and not by attendance. In addition, provider payments adhere to Title 5 Regulations and the <u>current</u> Child Care Bulletins. Provider payments shall be processed on time and on a monthly basis.</p> <p>State reporting deadlines are met monthly.</p>	<p>Quality assurance on family files and provider payments are conducted monthly to determine if training is needed and to ensure compliance with state regulations.</p> <p>Completed attendance sheets are due to Fiscal on the 3rd Monday of every month. *Date is subject to change due to holiday.</p> <p>Reimbursement to providers is issued on the 3rd Friday of every month.</p> <p>State reporting is due on the 20th of every month, no exception. Unless, submitted sooner due to holiday.</p>	<p></p> <p></p> <p></p> <p></p>





Community Services Program Objectives



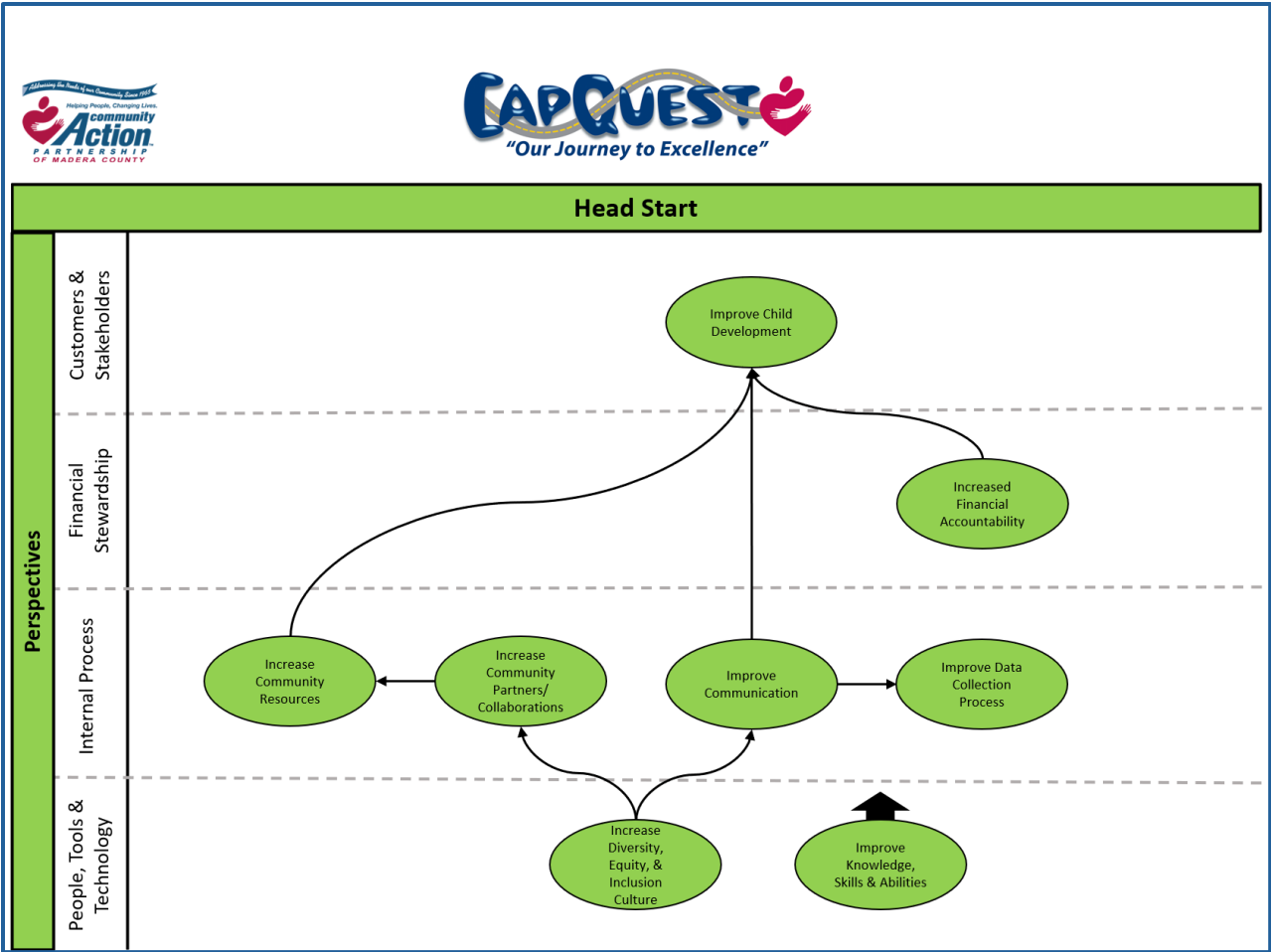
Community Services Goals, Initiatives and Measures

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Address the sustainability of HELP Center by increasing ongoing funding.</p>	<p>Community Services</p>	<p>Networking</p> <p>Identify funding opportunities</p> <p>Submit new funding applications</p>	<p>Create and maintain a directory of agencies similar to HELP Center by 2026.</p> <p>HELP Center remain operational through the development of departmental procedures, plans, organizational structure, and process improvement.</p> <p>Update:</p> <p>Access Site flyer Housing Provider Manual Homeless Services Brochure</p> <p>Staff have updated the program guidelines and procedures keeping it up to date as changes occur or are implemented. The last update was done to the document was May 2024, this is an ongoing process.</p> <p>Staff have submitted funding applications such Coordinated Entry System (CES), Food Insecurity Grant, as well as Kaiser, to name a few.</p>	<p></p> <p></p>




OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Improving employee proficiency with HMIS will improve data entry and reporting which will support grant compliance.</p>	<p>Community Services – HELP Center</p>	<p>Access to ongoing training</p> <p>Stay updated with system changes and reporting requirements through attending meetings</p> <p>Run report for errors to identify the need for improvement</p>	<p>Error rates have decreased</p> <p>Monthly Progress Report</p> <p>Annual Performance Report</p> <p>By 2025</p> <p>Update:</p> <p>All HELP Center staff is constantly attending trainings that pertain to their job duties. Staff must complete annual trainings in order to receive their certifications.</p> <p>Housing Coordinator meets with the data analyst quarterly, doing so has significantly improved the data collection. These meetings initiated in October 2023 and since the error rate has decreased by 24%. Some of the errors may be because an individual does not have a social security number and there is not much to do about that due to the individual being undocumented.</p>	<p></p> <p></p> <p></p>

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Expand outreach to Native American communities for LIHEAP services by implementing culturally informed engagement strategies, ensuring equitable access to energy assistance, and addressing specific socio-economic challenges within these communities.</p>	<p>Community Services</p>	<p>Implement a culturally sensitive Native Outreach Initiative to strengthen relationships, foster collaboration, and address community needs through targeted engagement with Native American leaders, organizations, and individuals.</p>	<p>Run monthly Servtraq and CORE reports to assess demographic information.</p> <p>Prioritize outreach efforts to Tribal Organizations in order to assist more Native American individuals who are in need of LIHEAP assistance.</p> <p>Assist with completing LIHEAP applications.</p> <p>Improve the process of awareness for the Native American community by expanding outreach areas.</p> <p>By 2025</p> <p>Update:</p> <p>LIHEAP staff have reached out to Tribal Organizations in Eastern Madera County, but because they provide the same or similar services as we do, we do not receive a large number of Native American applicants.</p> <p>The following amount of identified Native American households have been assisted with the last four contracts:</p> <p>2024 LIHEAP – 24HH 2023 LIHEAP – 23HH 2023 ESLIHEAP – 18HH 2023 SLIHEAP – 1HH</p>	<p></p> <p></p> <p></p> <p></p>

Head Start / Early Head Start Program Objectives






Head Start Goals, Initiatives, and Measures







OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Strengthen employee engagement by providing professional development, recognition, and wellness opportunities.</p>	<p>Head Start</p>	<p>Utilizing the Coaching Corner Newsletter to provide recognition to staff and professional opportunities.</p> <p>Plan a yearly event to provide an opportunity to recognize/acknowledge staff's accomplishments.</p> <p>Utilize the Training Needs Assessment data to develop annual trainings for all Head Start staff that include cultural awareness, diversity, equity, inclusion, family services data (family assessments, goals, and parent curriculum), ACES, child outcome data, curriculum, leadership, and time management,</p>	<p>Collect information regarding outstanding work from staff/center to recognize monthly.</p> <p>End of the season event will be planned to celebrate accomplishments with staff. Events will be yearly RHS – May Madera MHS – February Fresno MHS - November Each program will have a Training plan developed at the start of each program year (March, June, and September) based on results from Trainings Needs Assessment.</p> <p>At least 85% of staff will participate on all trainings by the end of each program year (February, May, August).</p> <p>Update: Coaching Corner: A monthly issue is developed and deployed the first week of every month, topics include staff recognition, training opportunities, and highlights from center activities. Monthly issues will be posted on CAPMC's Viva Engage</p> <p><u>Yearly Event:</u> Events are taking place at the end of each program year's season.</p>	<p></p> <p></p> <p></p>

			<p><u>Training Plan:</u> A variety of training topics have been provided to staff via pre-service at the start of each season and throughout the year based on staff and program needs. Topics include, Active Supervision, Teaching Pyramid Model, ACES, Wellness, Leadership, CLASS, and DRDP.</p>	
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OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Provide quality child development services to meet the needs of children and families enrolled in the Head Start Program</p>	<p>Head Start</p>	<p>Program will intentionally use its data plan at all levels for program activities, planning, and service delivery to increase the quality of service to children and families.</p> <p>Utilize program data, develop a comprehensive professional development and resource plan to provide knowledge and skills to teachers, Advocates, and families.</p>	<p>Data will be reviewed with site supervisor after each child assessment collection at least two times per program year.</p> <p>School readiness goals and center level plans are reviewed and developed with program staff 3 times per program year.</p> <p>Based on staff and parent/family needs identify training topics, resources, and strategies to address the social emotional needs of children in the classroom and home.</p> <p>Update: Data is reviewed with center staff at least two times per program year in order to analyze data and make necessary changes to program services.</p>	<p style="text-align: center;">●</p> <p style="text-align: center;">●</p> <p style="text-align: center;">●</p>

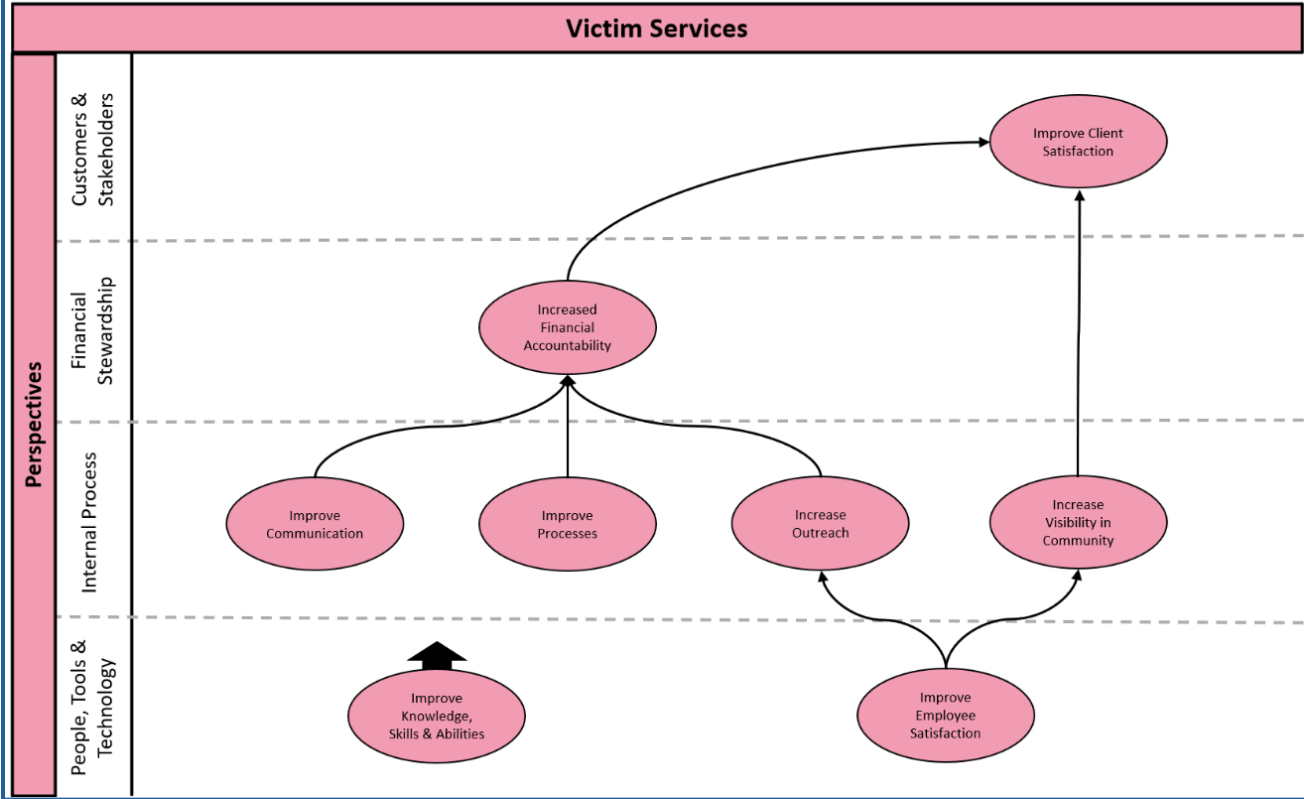
			Based on the needs of staff, children and families, the program as a whole is undergoing training to support the social emotional development of children and their families. Teaching staff are participating in the Teaching Pyramid Model training and coaching.	
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OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
Program will prepare children enrolled in Head Start to enter Kindergarten.	Head Start	Program will develop connections with Local School Districts to improve transitions and share program data.	<p>Program staff will contact local school districts to develop a stronger partnership and collaboration. Center staff will have a better understanding of Kindergarten expectations, enrollment process, and data/information sharing between Head Start and the elementary schools.</p> <p>Teachers will schedule a meeting with the closest Elementary School’s teaching staff to share children’s outcomes and K-SEP data. Parent’s consent will be obtained prior to data/information sharing.</p> <p>Update: Partnerships are on-going with local school to provide a smooth transition to participating children and families. Staff are providing requested child information from schools – medical, IEP, K-SEP data, etc.</p>	<div style="text-align: center;"></div> <div style="text-align: center;"></div>

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Provide community resources to all Head Start participating families.</p>	<p>Head Start</p>	<p>Community resource book will be reviewed and updated annually.</p> <p>Locate resource list from Mariposa, North fork, Oakhurst and Chowchilla to create individual handbooks for each of the area.</p> <p>Training on how to identify resources in the community for parents based in their interest or need will be provided to Advocates during pre-service and/or monthly Advocate meetings.</p> <p>Advocates will be trained on how to identify opportunities to provide resources to parents and document at least one referral/resource and per parent/family.</p>	<p>Continue to seek new agencies and update resource book annually to ensure information is current.</p> <p>Four center will have a new parent handbook specifically to their location by August 2024.</p> <p>At least 80% of staff will participate by the start of each program year and/or during monthly Advocate meetings.</p> <p>At least 85% of parents will received at least one resource and/or referral.</p> <p>Collected data on documented referrals will be included during Advocate meetings for discussion and identify effectiveness and possible challenges.</p> <p>PIR Report C.44 will indicate an increase of 2% each year for each of the Head Start programs.</p> <p>Update: Resource book has been updates as new resources are identified and/or updated when agencies contact or services change.</p> <p>Resource book for mountain sites have been made available for parents/families. 100%</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p>





			<p>of families have been provided with resource book.</p> <p>PIR Report C.44 indicates the following growth in parent family referrals: 2021-2022 – 91% 2022-2023 – 95% With a increase of 4% of referrals for participating parents/families.</p>	
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

Victim Services Program Objectives









Victim Services Goals, Initiatives and Measures

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Enhance effectiveness through targeted capacity-building initiatives, fostering resilience, and expanding support networks to empower survivors and address the evolving needs of those affected by trauma.</p>	<p>Victim Services</p>	<p>Identify and secure a larger, more private, and secure location that meets the specific needs of survivors and provides a conducive environment for trauma recovery.</p> <p>Develop a detailed budget that allocates funds for site acquisition, facility upgrades, and ongoing maintenance.</p> <p>Identify, apply for, and secure additional funding if necessary.</p> <p>Invest in facility upgrades, including enhanced safety measures, private counseling spaces, and improved accessibility.</p>	<p>Identify a potential location for relocation.</p> <p>Discuss building costs and or modification costs with developers.</p> <p>Receive approval from the funding source to enter into a lease agreement for the new location.</p> <p>Enter into a lease agreement with the landlord.</p> <p>Update:</p>	<p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p> <p><input type="radio"/></p>

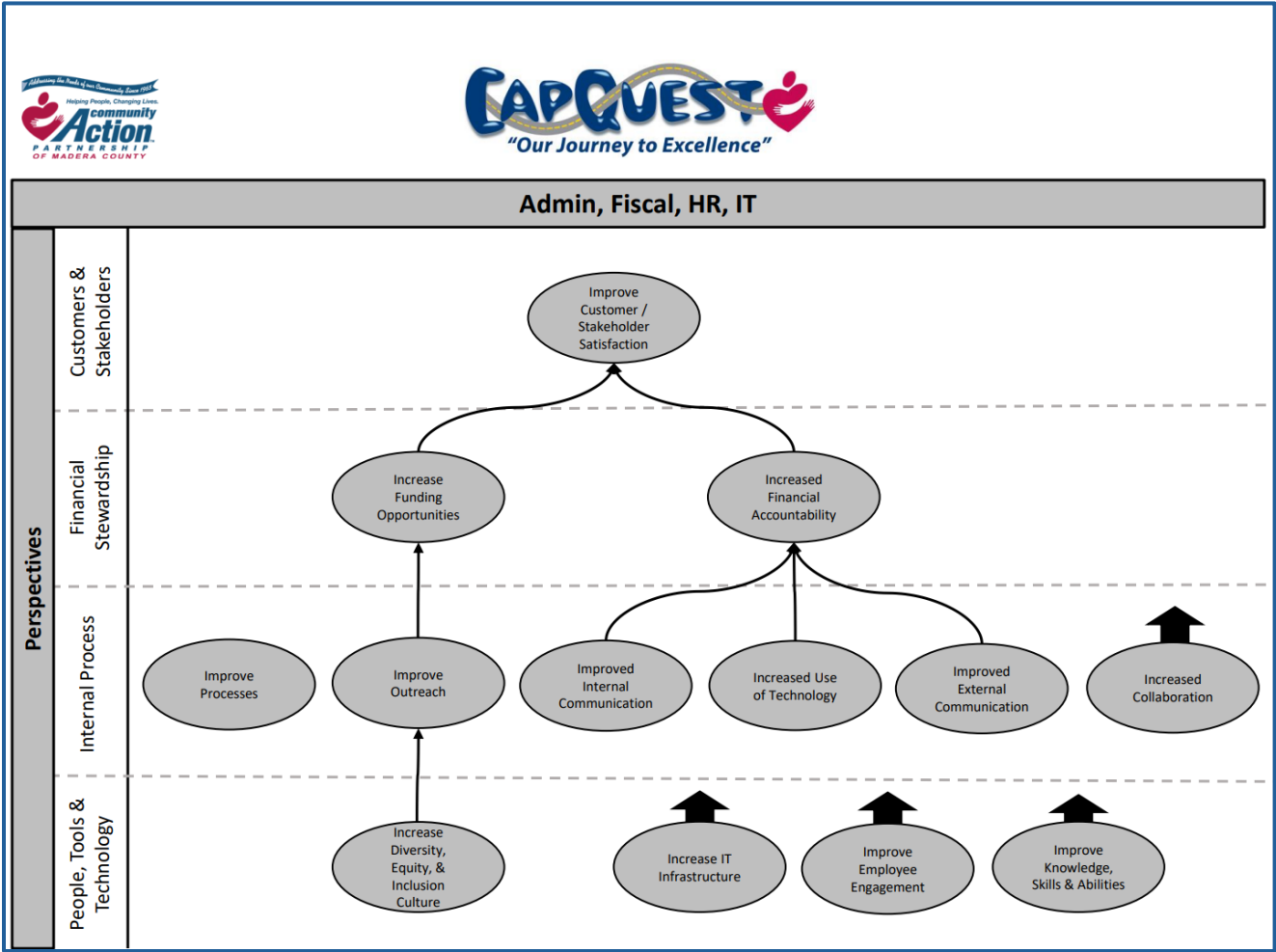
OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
Amplify support for individuals navigating traumatic experiences by developing partnerships with community stakeholders and leveraging digital platforms to enhance awareness and accessibility to vital resources.	Victim Services Staff	<p>Victim Services will convene a community resource fair to foster engagement and collaboration.</p> <p>Victim Services will actively engage in five outreach events annually.</p>	<p>Develop a plan to host a resource event by 2024.</p> <p>Attend 5 outreach events by December 2024.</p> <p>Update:</p> <p>Host resource fair 2024.</p> <p>VS has attended 8 resource fairs from January to May 2024.</p>	   

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Augment community partners' awareness of our services, fostering stronger collaborations and support networks.</p> <p>Cultivate robust relationships between employees and community stakeholders, enhancing communication channels and mutual understanding.</p>	Specialty Advocate	<p>Specialty Advocates will deliver presentations to community partners, enhancing awareness and collaboration.</p> <p>Develop and implement pre- and post-presentation surveys to evaluate the efficacy of information dissemination and refine outreach strategies accordingly.</p>	<p>Specialty Advocates to conduct 5 presentations of our services to community partners.</p> <p>Develop and deploy a pre- and post-presentation survey to assess the effectiveness of information delivery.</p> <p>Update:</p>	 

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>By leveraging dedicated personnel, we aim to enhance engagement, amplify awareness, and foster meaningful partnerships within our community.</p>	<p>Administration/Victim Services</p>	<p>Create a part-time Outreach Worker to aid outreach and community education goals.</p>	<p>Develop the job description by 2027.</p> <p>Obtain approval from the Personnel Committee and HR.</p> <p>Obtain approval from the Board of Directors.</p> <p>Update:</p> <p>Delayed due to funding cuts for 2024-2025.</p>	<p></p> <p></p> <p></p>







OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>To address the social and emotional needs of clients, design or identify a tailored curriculum that can be provided in-house.</p> <p>By customizing the curriculum to meet specific needs, we aim to equip individuals with the necessary tools and resources to navigate challenges, fostering resilience and promoting healing within our community.</p>	<p>Victim Services</p>	<p>Develop a comprehensive curriculum tailored to address emotional and social needs, ensuring holistic support for individuals navigating traumatic experiences.</p>	<p>Identify or develop a curriculum by 2025.</p> <p>Train staff to become curriculum facilitators by 2025.</p> <p>Implement the curriculum by the end of 2026.</p> <p>Update:</p> <p>Pending funding for 2025-2026.</p>	<p></p> <p></p> <p></p>




Indirect Program Objectives




Administration Goals, Initiatives and Measures



OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>The goal is to address salary and compensation disparities among employees with similar job functions and higher education. Shift the narrative from encroachment to promoting diversity, equity, and inclusion culture. To increase salaries for those positions filled with employees with higher degrees. Develop a system to support higher education attainment for those employees without degrees.</p>	<p>Administration</p>	<p>Conduct a review of</p> <ul style="list-style-type: none"> • job descriptions • salary & compensation schedule • organizational charts <p>Develop a section on job descriptions to identify DEI (<i>How to ID classifications on the current EE compensation schedule</i>)</p> <p>Conduct agency/classification salary study</p> <p>Amend/expand vacation payout policy</p> <p>Review and obtain approval for the above initiatives by the CAPMC Board of Directors. Review approved initiatives with employees.</p> <p>Update the PPP to include a system to support higher education attainment.</p>	<p>All job descriptions, the salary & compensation schedule, and organizational charts will be updated by July 2024.</p> <p>DEI section will be added to job descriptions by 2025.</p> <p>Agency/classification study will be conducted by 2025.</p> <p>Vacation payout policy to be extended to 2 X per year (April, November) by 2023.</p> <p>Obtain BOD approval by 2024.</p> <p>Update PPP by 2026 or as needed.</p> <p>Develop report on increased ranges by % each year.</p> <p>Update:</p> <p>For 2024 1st vacation pay out April 2024 – 20 employees applied.</p>	<p style="text-align: center;">●</p> <p style="text-align: center;">●</p> <p style="text-align: center;">●</p> <p style="text-align: center;">●</p> <p style="text-align: center;">●</p> <p style="text-align: center;">●</p> <p style="text-align: center;">●</p>


OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Increase employee recognition by creating various electronic methods of recognizing employees on a regular basis to strengthen and attain operational excellence.</p>	<p>Administration</p>	<p>Develop a survey for types of <i>allowable</i> recognition</p>	<p>Survey will be developed and administered to staff. Results will influence future recognition practices by 2025.</p>	
		<p>Create an electronic method to recognize employees</p>	<p>An electronic method (Viva Engage) will be created to</p> <ol style="list-style-type: none"> 1. to recognize employees on an ongoing basis 2. recognize employees based on values, standards, mission, and performance annually or bi-annually by 2025. 	
		<p>Create an electronic nomination-based method to recognize employees based on CAPMC values, Standards to Live By, mission and performance</p>	<p>A system to recognize years of service</p>	
		<p>Create a system to recognize years of service</p> <p>Host <i>meet and greets</i> with the CAPMC Executive Team to strengthen employee employer relationships</p>	<p>Host annual <i>meet and greets</i> for each CAPMC worksite by 2025.</p>	
		<p>Host <i>meet and greets</i> with the CAPMC Executive Team to strengthen employee employer relationships</p>	<p>All staff and BOD event where recognition for Values, Sgt. Shriver, Employee of Excellence Award will be held at CAPMC's 60th anniversary scheduled for Nov. 2025.</p>	
		<p>Host <i>meet and greets</i> with the CAPMC Executive Team to strengthen employee employer relationships</p>	<p>Update:</p> <p>2023 Viva Engage launched. Depts. are sharing activities with internal staff.</p>	




OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>For all contracts provide services directly. For contracts with subcontracts identify methods to develop the staffing and services required to provide directly to the community of Madera. Addressing environmental impact in regards to climate change. Pursue additional funding to support climate change efforts in Madera County (DOE contract or solar).</p>	<p>Administration Fiscal Community Services</p>	<p>Review all current contracts to ensure direct services are being provided</p> <p>Contracts with subcontractors – develop timeline to provide service directly to Madera County Residents</p> <p>Apply for funding that addresses climate change and environmental impact such as the Department of Energy Contract or Solar</p>	<p>By 2024 – 95% of CAPMC state and federal contracts will provide services directly to the customer by CAPMC staff</p> <p>By 2028 – weatherization services for Madera County will be provided directly by CAPMC staff</p> <p>By 2027 – CAPMC will have successfully submit an application to DOE to serve Madera County Residents</p> <p>Update: Still in development.</p>	<p></p> <p></p> <p></p>

Information Technology Goals, Initiatives and Measures




OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
The Information Technology Department is understaffed with just 2 employees. There is vacancy in IT Communication Specialist & IT Network Specialist positions.	IT Dept.	<ul style="list-style-type: none"> Develop networking connections with other Agencies/Schools Expand recruitment process at colleges/job fairs. Develop IT Internship program. 	<ul style="list-style-type: none"> Hire new staff to fill vacant positions. Proj. Completion June 2026 <p>Update:</p> <p>IT Communication Specialist position has been filled April 2024. IT Network Specialist position is currently not being recruited for due to the position being contracted.</p>	





OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
Build upon the skills and knowledge of current IT staff. Technology continues to change and reshape our way of performing duties, keeping up with these new changes to ensure CAPMC's network is safe.	IT Dept.	<ul style="list-style-type: none"> Discuss with staff on IT strategic goals and IT areas of improvements. Determine training needs on those areas. 	<ul style="list-style-type: none"> Enroll and complete training courses Achieve certifications were necessary for trainings Proj. completion June 2026 <p>Update:</p> <p>A new IT Strategic Plan was released in December 2023 and was provided to IT staff. Had meeting to discuss the goals and the Strategic Plan in January 2024.</p> <p>On going discussion with staff about any training needed for them.</p>	 


OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Being able to collaborate and distribute information in a more universal way for all employees so, upgrading CAPMC's intranet (CAPnet) system to new M365 platform which will allow work flows in M365 to facilitate job duties.</p>	<p>IT Dept.</p>	<ul style="list-style-type: none"> • Survey staff of use for existing Sharepoint • Deploy M365 Sharepoint with updated contents • Redesign Sharepoint site for Agency. • Recreate IT Service request system • Recreate Maintenance request system 	<ul style="list-style-type: none"> • Compare usage of old Sharepoint site from last 90 days for old Sharepoint and first 90 days of new Sharepoint • Proj. completion December 2024 <p>Update: New CAPnet (Sharepoint) site has been released in 9/2023. Feedback from staff has been very positive on the new CAPnet site. The new IT Service Request was also released. Planning to update the Maintenance request system by August 2024</p>	


OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>CAPMC utilizes a Watchguard network firewall that is over 4 years old and it does not have the new capabilities of detecting threats and suspicious traffic like some of the newer "Next-Gen (NG) Firewall" appliances so updating the current firewall to a NG firewall will provide more range of security to CAPMC's network infrastructure.</p>	<p>Xai Vang</p>	<ul style="list-style-type: none"> • Begin researching for different firewalls that will integrate with CAPMC's backend network and devices. • Gather quotes for cost of new firewall system. 	<ul style="list-style-type: none"> • Review security logs of existing network firewall • Compare previous firewall logs to new firewall logs after it has been installed. • Proj. completion Sept 30 2023. <p>Update: A new Barracuda Network firewall has been installed upgrading the previous WatchGuard firewall on June 2023.</p>	  


Fiscal Goals, Initiatives and Measures



OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
It is important to have established relationships with relevant personnel at funding agencies in order to obtain clarifications on standards, to get authorizations, to facilitate reporting, and to gain consideration for potential funding opportunities.	All Fiscal employees	<ul style="list-style-type: none"> - Identify and contact useful representatives at funding sources; create a directory and organize by potential technical, authorization, and fundraising assistance -Develop relationships; check-in quarterly with representatives, semi-annually in-person meets with local funding sources -Attend yearly classes where government agencies send management and senior representatives 	<ul style="list-style-type: none"> -Directory creation and maintenance -Create tracking sheet for meetings -Create tracking sheet for class attendance <p>Within 6 months</p> <p>Update:</p> <p>Directory and tracking sheet templates created</p>	  




OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
Implementing an automated payroll system would create efficiencies processing bi-weekly payroll and improve CAPMC's overall capacity. It would also improve tracking over employee held assets, onboarding, changes to various employee statuses, and pulling information.	Daniel Seeto	<ul style="list-style-type: none"> -Ensure sufficient funding -Obtain bids and technical specifications -Setup account, coding, and access for departments and employee levels -Coordination and implementation with selected vendor 	<ul style="list-style-type: none"> -Determine financial viability -Begin obtaining bids within 9 months -Develop general structure within 15 months -Begin implementation after 15 months <p>Update:</p> <p>On hold</p>	   


OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
Timely budget updates would improve decision making for departments.	All Fiscal employees	<ul style="list-style-type: none"> -Monthly budget communications for all departments -Develop single-sheet budget updates for HELP center and other homeless funding -Review each process for potential automation possibilities 	<ul style="list-style-type: none"> -Create tracking sheet for budget meetings and updates within 6 months. <p>Update:</p> <p>Monthly budgets: Partial HELP Center tracking: complete Review: Partial</p>	


OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
Interdepartmental communication is limited for many within the agency. Having routine meetings would both humanize the relationships and provide opportunities for personnel to understand the work involved from all sides.	Fiscal	<ul style="list-style-type: none"> -Monthly or bi-monthly rotations matching up departments - Fiscal to meet with various departments for scheduled sit-downs or lunches to discuss various facets of the agency or to improve interpersonal relationships. 	<ul style="list-style-type: none"> -Create tracking sheet for department meet-ups within 6 months. <p>Update:</p> <p>Not implemented</p>	

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Improving employee proficiency with Microsoft Excel will save time and allow for better optionality when developing performance metrics or other reports.</p>	<p>Fiscal</p>	<ul style="list-style-type: none"> -Improve understanding of different functions in excel -Improve application of different functions for different datasets -Fiscal to review existing spreadsheets and processes, then pick relevant examples for discussion. CFO will break down all functions contained within sheets and determine potential efficiency gains or presentation differences 	<ul style="list-style-type: none"> -Create tracking sheet for quarterly demonstrations within 6 months. <p>Update:</p> <p>One class was held covering sorting, using filters, conditional cell selection and formula copying, utilizing macros, and pivot tables</p>	

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Many employees at the agency struggle with “creative” or open-ended writing prompts that are part of most grant applications. A grant writing course would improve CAPMC’s chances at being awarded grants.</p>	<p>Fiscal</p>	<ul style="list-style-type: none"> -More focused understanding of grant writing -Improved verbiage and linkage for fiscal to programmatic narratives 	<ul style="list-style-type: none"> -Attend trainings; Enroll participants in Fresno State continuing and global education courses for grant writing and management. -Record when employees enroll in courses. - Within 6 months <p>Update:</p> <p>One employee enrolled in CSUF CGE for grant-writing</p>	 

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Fiscal staff should be able to confidently answer questions and refer potential clients to various programs within CAPMC. Many clients of the agency qualify for more than one of the programs offered.</p>	<p>Fiscal</p>	<p>-Accounting Program Managers should have a clear understanding of program requirements</p> <p>-Employees should have an understanding of what services CAPMC offers and direct reference points in each department.</p>	<p>-Cross training sessions</p> <p>-Fiscal staff will learn programmatic concepts and eligibility levels for their programs then cross-train within fiscal.</p> <p>-Create tracking sheet for internal training sessions.</p> <p>- Within 12 months</p> <p>Update:</p> <p>Not implemented</p>	<p></p> <p></p> <p></p>

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Provide new hired the retirement 403(b) plans information on the sign up instructions and encourage them to enroll maximizing employment benefits</p>	<p>HR Dept. staff CFO</p>	<ul style="list-style-type: none"> • CFO/Accountant Program Manager will provide the 403(b) sign up instruction by Aug./Sep. 2024 • HR Dept. staff will provide the retirement documents to new hired upon receiving • A tracking system (in the form of Excel spreadsheet) will be developed between HR and Fiscal 	<ul style="list-style-type: none"> • Monthly communication between HR and Fiscal on the tracking system submission and sharing <p>2024 & on-going</p> <p>Update:</p>	

OBJECTIVE COMMENTARY	OWNER	INITIATIVES	MEASURES	2024 STATUS
<p>Obtain training from departments to have relevant information on each individual program's services and requirements in order to share during recruitment activities, outreaching at job fairs, and onboarding information with new hired.</p>	<p>HR Dept. staff</p>	<ul style="list-style-type: none"> • Approach Department Heads to explain the purpose of needed training • Attend provided training sessions and obtain applicable program services information • Explain provided services during the recruitment, outreaching and onboarding / orientation activities 	<ul style="list-style-type: none"> • Create a tracking system (Excel spreadsheet) on training and frequencies on how the trained information are shared or presented. <p>2024 and on-going</p> <p>Update:</p>	

Agency Organizational Chart

