

**Blue Water Community Action  
2022-2027 Strategic Plan Action Steps**

**Priority 1: Enhance our organizational capacity for greater impact and stability.**

***\*Strategy 1: Develop and implement improved recruitment/hiring process to fill job positions with sufficient and qualified employees to successfully operate programming. Amy Burns***

Action 1: Determine committee to oversee actions for strategy

Action 2: Research, including survey of staff, to determine strategies used by job hunters primarily in St. Clair County area. Include MiWorks as a partner for learning about opportunities job hunters use for job searches.

Action 3: Develop a written hiring plan.

Action 4: Implement hiring plan.

Action 5: Review and revise plan and outcomes as needed, but no less than annually.

***\*Strategy 2: Development and implement a plan to improve retention and morale. Amy Burns***

Action 1: Determine committee to oversee actions for strategy.

Action 2: Research methods for improving retention, including a staff survey.

Action 3: Research methods for improving morale, including a staff survey.

Action 4: Develop a written plan to improve retention.

Action 5: Implement retention plan.

Action 6: Develop a written plan to improve morale.

Action 7: Implement plan to improve morale.

Action 8: Review and revise retention plan and morale improvement plan and outcomes as needed, but no less than annually.

***\*Strategy 3: Restructure internal training plans for new-hire on-boarding, job specific and agency-identified trainings using cross-training, scaffolded learning, and higher-level maintenance training. Pam Sommerville***

Action 1: Determine committee to oversee actions related to strategy

Action 2: Review current training plans for on-boarding, job specific, and agency identified and methods for training delivery.

Action 3: Assess effectiveness of trainings

Action 4: Review and analyze staff professional development plans.

Action 5: Identify training needs based on staff input, funding source and licensing requirements, best practices, etc.

Action 6: Develop training plans and implementation processes.

Action 7: Implement plans.

Action 8: Review and revise plans and outcomes as needed, but no less than annually.

***Strategy 4: Increase awareness of BWCA through marketing and promotion. Karen Lake***

Action 1: Determine committee to oversee actions related to strategy.

Action 2: Develop a RFQ to contract with someone to develop a marketing plan.

Action 3: Select a contractor

Action 4: Develop a plan in collaboration with the contractor. Plan should include process for ongoing implementation and sustainability.

Action 5: Educate staff on social media platforms

Action 6: Implement plan

Action 7: Review and revise plan as needed, but no less than annually.

**Priority 2: Strengthen our coordination of services to better serve our customers through a holistic approach by utilizing internal and community resources.**

***\*Strategy 1: Develop and implement a holistic approach for connecting customers to all agency services for which they are qualified to move them toward self-sufficiency. Melinda Johnson/Amy Bark***

- Action 1: Determine committee to oversee actions related to strategy.
- Action 2: Research potential processes.
- Action 3: Identify technology needs.
- Action 4: Develop process and tools needed to implement holistic approach by all departments.
- Action 5: Train staff.
- Action 6: Implement holistic approach
- Action 7: Review and revise holistic approach and outcomes as needed, but no less than annually.

***Strategy 2: Develop and implement a holistic approach for connecting customers to community resources for which they are qualified to move them towards self-sufficiency. Darlene Kramp***

- Action 1: Determine committee to oversee actions related to strategy.
- Action 2: Research potential processes
- Action 3: Identify community partners
- Action 4: Develop process and tools needed to create connectivity to community partners to expedite customer access to assistance/solutions.
- Action 5: Train staff and community partners on the process.
- Action 6: Implement the process.
- Action 7: Educate staff and community partners on programs initially and on-going.
- Action 8: Review and revise the approach and outcomes as needed, but no less than annually.

**Priority 3: Focus efforts on making data informed decisions to strengthen and rebuild programs, processes, and customers services.**

***\*Strategy 1: Strengthen and rebuild programs that have been negatively impacted by staffing issues and/or the pandemic. Pam Sommerville***

- Action 1: Determine committee to oversee actions related to strategy.
- Action 2: Determine what data we can mine and how to best utilize it.
- Action 3: Educate committee members on data analysis.
- Action 4: Identify areas needing analysis and analyze.
- Action 5: Make recommendations based on data analysis for program/staff improvements.
- Action 6: Review and revise recommendations based on the outcomes as needed, but no less than annually.

***Strategy 2: Improve processes to expedite services and increase efficiencies. Darlene Kramp***

- Action 1: Determine committee to oversee actions related to strategy.
- Action 2: Survey staff/customers regarding processes they would recommend for improvements.
- Action 3: Select processes to improve.
- Action 4: Develop and implement approach to improving processes.
- Action 5: Review and revise for optimal outcomes as needed, but no less than annually.

***Strategy 3: Improve customer service. Sherry Beiser***

- Action 1: Determine committee to oversee actions related to strategy.
- Action 2: Review BWCA CNA and past customer surveys, including HS/EHS parent year-end surveys.
- Action 3: Develop and implement annual customer survey and process.
- Action 4: Analyze data and make recommendations based on data analysis for improving customer service.
- Action 5: Update the survey and process annually.

#### **Priority 4: Expand programming to better meet identified needs in the community**

***\*Strategy 1: Expand involvement in community development and the creation of employment opportunities that provide living wages. Karen Lake***

Action 1: Determine committee to oversee actions related to strategy.

Action 2: Educate committee on Living Wage.

Action 3: Complete BWCA plan through budget revisions and funding opportunities for lowest paid employee to be a minimum of \$15/hour.

Action 4: Develop and implement an advocacy plan to encourage living wages in St. Clair County.

Action 5: Review and revise plan as needed, but no less than annually.

***\*Strategy 2: Expand childcare opportunities in the county for low/moderate income residents. Sherry Beiser***

Action 1: Determine committee to oversee actions related to strategy.

Action 2: Analyze childcare needs in the county.

Action 3: Identify partnership opportunities.

Action 4: Identify training needs of childcare directors/employees

Action 5: Identify available funding opportunities for opening/operating.

Action 6: Develop and implement a plan for expanding childcare opportunities.

Action 7: Review and revise for optimal outcomes as needed, but no less than annually.

***\*Strategy 3: Expand housing opportunities in the county for homeless and low/moderate income residents. Melinda Johnson/Bernie Newby***

Action 1: Determine committee to oversee actions related to strategy.

Action 2: Identify and participate in training/education opportunities related to housing and community development.

Action 3: Understand housing market and data for St. Clair County to include zoning regs, rental regulations, housing stock information, Sec. 8, transportation (BWAT)

Action 4: Research potential projects, partners, and funding opportunities for housing.

Action 5: Identify supports needed by housing customers.

Action 6: Research potential partners, projects, and funding opportunities for supports.

Action 7: Collaborate with community partners to ensure sheltering of homeless men.

Action 8: Select and implement a housing project.

Action 9: Review and revise plans as needed, but no less than annually.