

2010 Work Plan

STRATEGIC ALIGNMENT <i>(refer to attached Strategic Plan)</i>	WORK OBJECTIVES
Goal 1: Advance social justice and gender equality for refugees and immigrants	
1.1. Provide basic needs	<ul style="list-style-type: none"> a. Develop and implement a mechanism to review program impact in terms of donor expectations and the agency philosophy of sustainable outcomes/impact – i.e., social change vs. numbers b. Identify programming gaps in terms of holistic approach to clients’ needs, and develop a strategy to address these gaps c. Identify funding opportunities to enhance, strengthen, and/or expand core programs, and develop concept papers or grant proposals to secure additional program funding d. Develop a 360 evaluation of programs and services across all communities served to ensure program development is in line with communities’ goals e. Develop standard operating procedures for key functions <ul style="list-style-type: none"> - Develop a central database, beneficiary intake and assessment
1.2. Promote health equity	<ul style="list-style-type: none"> a. Expand collaboration with health providers b. Establish a monthly immunization for client communities c. Build on current capacity and program to develop new health initiative/project d. Expand/strengthen collaboration and network to address health disparity among priority population
1.3. Integrate	<ul style="list-style-type: none"> a. Develop gender-specific feedback mechanism to monitor impact of programs on community behaviors and

<p>gender and cultural concerns</p>	<p>attitudes</p> <p>b. Draft agency Theory of Social Change (ToSC) that incorporates social justice agenda based on current and planned program goals (e.g., health equity, gender equality, elimination of poverty, and access to education for CAPI’s communities)</p> <p>c. Develop an Action Plan to socialize and integrate agency ToSC into core programs</p> <p>d. Implement Action Plan for ToSC integration with staff functional roles and responsibilities</p> <p>e. Develop and implement cross-cultural mentoring program to enable “New Americans” navigate the American cultural landscape</p>
<p>1.4. Develop human capital of staff, participants, and partners</p>	<p>a. Develop and implement minimum standards for performance for each functional area.</p> <p>b. Implement an effective talent development, reward and retention system consisting of an updated Performance Review System (PRS), staff development, performance-based compensation, and employee recognition program</p> <p>b. Identify core areas of leadership and develop and implement an individualized leadership development plan commensurate with current and projected roles and responsibilities</p> <p>c. Elevate staff competencies to perform increased responsibilities</p> <ul style="list-style-type: none"> - Review/update job descriptions relative to new agency vision/mission - Inventory staff skills related to updated job descriptions - Identify capacity gaps and develop tailored learning plans <p>d. Incorporate regular training topics into meetings and leverage external learning opportunities</p> <p>e. Develop learning community and culture, through skills-based and values-based peer learning opportunities, within CAPI and across RIWC partner agencies for staff and management</p>

<p>1.5. Energize community relationships</p>	<ul style="list-style-type: none"> a. Build and expand CAPI’s public image, and increase community awareness through activities that engage individuals, donors, client communities, and partner organizations b. Strengthen/expand agency relationships Volunteer Agencies and consortium members c. Develop and implement an outreach plan to develop at least one community partner per month to link with CAPI’s employment/job development programs
<p>1.6. Generate civic participation</p>	<ul style="list-style-type: none"> a. Plan and coordinate at least one event to engage communities; public education and awareness to activism b. Engage in peer learning exchange with academic and research/data institutions, advocate for practical application of research and data desegregations so research is accessible and relevant regarding immigrant and refugee issues, concerns, trends c. Cultivate support, both fundraising assets and program partners, from business communities
<p>Goal 2: Sustain financial stability, transparency, and strength</p>	
<p>2.1. Build partnerships and collaboration</p>	<ul style="list-style-type: none"> a. Align new partner initiatives with CAPI’s work objectives b. Lead capacity-building projects for Refugee & Immigrant Women Change (RIWC) c. Actively represent CAPI in public and collaborative initiatives, serve as an active advocate for refugee and immigrant communities.
<p>2.2. Secure multi-year funding</p>	<ul style="list-style-type: none"> a. Strengthen core competencies and leverage core programs as entry points to funding expansion and diversification (vs. “chasing the money”)
<p>2.3. Streamline operations</p>	<ul style="list-style-type: none"> a. Design a volunteer development to identify departmental volunteer needs and match needs with qualified candidates

	<p>b. Create pool of volunteers and develop an agency approach to encourage voluntarism from communities, partners, and industry.</p> <p>b. Identify areas of cost-savings and develop an action plan to reduce overhead and supply costs</p> <p>c. Develop and implement an effective and visible grant tracking process for active grant contracts and funding opportunities</p>
<p>2.4. Communicate benchmarks, milestones, and financial information</p>	<p>a. Increase community awareness of CAPI programs and successes through</p> <ul style="list-style-type: none"> - a unified and coordinated external communications – e.g. speakers bureau, brochures, and events - a regular communication and outreach – e-newsletters, donor/community reports.