

# 2021 Strategic Plan

Created by the Staff and Board of Directors of  
Child Advocacy and Parenting Services

Adopted July 2021

*Facilitated by Amanda Littell, Shift Your Perspective*



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## Executive Summary

In the fall of 2020, internal staff and board members completed the TCC Group's Core Capacity Assessment Tool (CCAT) to evaluate CAPS' effectiveness at meeting its mission and to establish a new strategic plan to guide them into the next five years. This process helped identify progress by the organization since the implementation of the 2018 strategic plan, as well as to identify any risks associated with continuing current systems and programs.

## Mission & Purpose

Child Advocacy and Parenting Services is a local non-profit grown from the roots of child protection and family engagement developed in 1978. Its mission is to improve children's lives and strengthen families through education, advocacy and support. By using a collaborative approach, CAPS remains actively involved and engaged in community problem solving addressing gaps in services. Six prevention-based programs and two intervention-based programs have blended resources to wrap around families' unique needs at no charge.

## Lifecycle Placement

CAPS is firmly placed in the Impact Expansion stage. According to responses, programs are nicely aligned with the mission and vision. In addition, supporting systems and infrastructure has been built which allows for the operation to run smoothly. The programs being delivered are achieving their desired goals. As CAPS continues to adapt to changes both inside and outside the organization, programs will need to continue to be refined based on strategic planning, needs, additional assessments and other factors.



# Agency Strengths & Challenges

The CCAT is a statistically validated tool that measures the organization's effectiveness and capacity and identifies strengths and targeted areas for improvement. The online, survey-based tool collected information from the staff and Board of Directors and creates prioritized recommendations for building the capacity of the organization.

This report provides an analysis of CAPS current reflections on the four capacities that have been identified as common attributes that every nonprofit needs to be effective: ADAPTIVE, LEADERSHIP, MANAGEMENT and TECHNICAL capacity. The CCAT places a score in each of the four capacity areas. Scores are based on a 300-point scale:

**230 and greater: Strong**

**190-299: Satisfactory**

**Less than 190: Challenging**

A score lower than 190 is seen as an area ripe for additional strengthening. Scores below 190 do not indicate that the organization is in distress, but rather that there is work to do to strengthen that capacity area. According to the TCC Group, very few organizations score above 270. This data should be used to celebrate and leverage the strong and satisfactory, as well as to address the challenges.

## The Results for CAPS

### ADAPTIVE - 227

The ability for CAPS to learn, assess and respond to, and create change both within the organization and in the community.

#### STRENGTHS

- Environmental Learning
- Resource Sustainability
- Programmatic Learning

#### CHALLENGES

- Program Resource Adaptability

### LEADERSHIP - 218

The ability for all leaders of CAPS to create and sustain the vision, and to inspire, provide direction, make decisions and innovate while staying true to the vision.

#### STRENGTHS

- Internal Leadership
- Leader Vision

#### CHALLENGES

- Board Leadership
- Leader Influence
- Leadership Sustainability

### MANAGEMENT - 236

CAPS ability to effectively and efficiently use resources.

#### STRENGTHS

- Resourcing Staff
- Assessing Performance
- Manager Communication
- Setting Role Expectations
- Managing Program Staff
- Program Staffing
- Staff Development

#### CHALLENGES

- Conveying Staff Value
- Managing Finances

### TECHNICAL - 207

CAPS ability to implement all of the organizational and programmatic functions.

#### STRENGTHS

- Service Delivery

#### CHALLENGES

- Facilities
- Fundraising Skills
- Marketing Skills

### ORGANIZATIONAL CULTURE - 220

CAPS unique history, value and beliefs.

#### STRENGTHS

- Empowering

#### CHALLENGES

- Re-energizing
- Unifying

# FOCUS AREAS AND GOAL TIMELINES

## Adaptive Capacity

Organizational Learning – using strategic planning and formal evaluations to make informed decisions about programs, and to develop and diversify resources.

JUNE 30, 2022:  
Identify valid tools, resources and inputs to base decisions from (outside technical assistance in-house data, staff input, client input, a written strategic plan)

SEP. 30, 2022:  
Review program resource adaptability, including facilities, funding and staff

DEC. 31, 2022:  
Self-assess using assessment data and findings to conduct strategic planning and follow through

## Leadership Capacity

Board Leadership, Leadership Sustainability, and Internal Leadership – increase the influence of leaders and board members in the community, and build a strong, sustainable leadership team with the skills to operate the organization.

In-progress:  
Increase opportunities for staff/board interactions

JUNE 30, 2022:  
Succession Planning for critical leadership skills on staff, reducing reliance on one person for agency leadership and program leadership

JULY 31, 2022:  
Succession Planning for critical leadership skills on the board, reducing reliance on one person

OCT. 31, 2022:  
Increase board engagement

## Management Capacity

Managing Finances – recruit specialized staff and board members to support an increasingly complex organization and continue to train and develop staff and establish clear lines of communication.

NOV. 30, 2021:  
Develop Staff Recognition Program

JUNE 30, 2022:  
Increase employee benefits to maintain staff retention and increase staff recruitment opportunities

DEC. 31, 2022:  
Increase volunteer engagement

## Technical Capacity

Technology Skills, Outreach and Marketing Skills – Increase long term sustainability by building your ability to communicate with supporters, maintain as well as develop new diverse revenue streams.

SEP. 30, 2021:  
Develop an intentional Marketing Plan

DEC. 31, 2021:  
Provide staff and board of directors with a system to increase opportunities for identifying and engaging donors

DEC. 31, 2021:  
Provide staff and board of directors with a system to increase opportunities for community education about CAPS services

MARCH 31, 2022:  
Improve technology use within the agency by providing training and access to tools creating efficiencies for operations

# Goal Priorities

In response to the CCAT results, leadership staff and board members met to discuss further opportunities and details for the 2021 Strategic Plan. A survey was conducted to rank priorities identified through the CCAT within the organization on a scale of 1 to 4 with 4 being the most important and 1 being the least important.

## Adaptive Capacity (AC):

1. Identify valid tools, resources and inputs to base decisions from (outside technical assistance, in-house data, staff input, client input, a written strategic plan).
2. Review program resource adaptability, including facilities, funding, staff and physical capacity. Chris's Place CAC has outgrown their existing facility.
3. Self-assess using assessment data/findings to conduct strategic planning and follow through.

## Leadership Capacity (LC):

1. Succession Planning for critical leadership skills on staff, reducing reliance on one person for agency leadership and program leadership.
2. Succession Planning for critical leadership skills on the board, reducing reliance on one person.
3. Increase opportunities for staff/board interactions and team building opportunities to develop relationships across CAPS program staff.
4. Increased board engagement.

## Management Capacity (MC):

1. Increase employee benefits to maintain staff retention and increase staff recruitment opportunities.
2. Develop a staff recognition program.
3. Increase volunteer engagement.

## Technical Capacity (TC):

1. Provide staff and board of directors with a system to increase opportunities for community education about CAPS services.
2. Provide staff and board of directors with a system to increase opportunities for identifying and engaging donors.
3. Development intentional Marketing Plan.
4. Improve technology use within the agency by providing training and access to tools creating efficiencies for operations.

## **BOARD OF DIRECTORS**

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# Establishment of Timeline:

After another session on May 14, 2021 with the Executive Committee from the Board of Directors and the CAPS Leadership team, three sub workgroups have been established to address priorities. The priorities have been categorized to the following workgroups:

## Community Engagement

Adaptive Capacity 2 & 3

Leadership Capacity 4

Management Capacity 3

Technical Capacity 1, 2 & 3

## Systems Development

Adaptive Capacity 1 & 3

Leadership Capacity 1 & 2

Management Capacity 2

Technical Capacity 2 & 4

## Succession Planning

Adaptive Capacity 3

Leadership Capacity 1 & 2

## *Impact of Services* From A Parent



I've grown up in Salina Kansas and I've known about CAPS for years but never really knew what services they had to offer. Late September 2020 I was seeking some help and CAPS was one of the first people that were recommended by a close family friend. I called CAPS and got some great advice. As well as became aware of some great parenting classes my husband and I were able to participate in. Early in 2021 I was really struggling and needing some support, and again CAPS was brought up to my attention. I reached out and started participating in their mentorship program mid-March. CAPS has become such a community and a support group I never thought I could have due my family dynamics. I'm definitely becoming a stronger person and parent since I've started working with CAPS. I've learned some amazing tools. CAPS has been a light in some of my darkest times. This program is for everybody. CAPS not only helps you build a community and become a better parent but also helps you become a better you! I am extremely thankful for my CAPS community.



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## Family Support



### Family Mentoring and Support

Comprehensive, professional support for over-burdened families. Services include social work case management, weekly in-home visitation, crisis counseling, one-on-one parent training, parent/child relationship assistance and emotional support for English and Spanish-speaking families.



### Parenting Education

Child development and positive discipline instruction which helps parents develop skills needed to effectively raise their children. Enabling parents to develop a strong, close-knit family is the goal. Classes are offered throughout the year and free child care is available for all classes.



### Respite Child Care

Quality, once-a-week child care for parents needing a break from the daily stress of parenting. Helping good parents become GREAT parents!



### Saline County School Readiness Project

This community collaboration helps families and early childhood educators better prepare children ages 0-5 years with the cognitive and social emotional skills they need to enter kindergarten ready to learn.

## Education Services



### Bullying Prevention

Classroom instruction for elementary and middle school students to reduce peer abuse. Strategies to strengthen the targets and the witnesses to use their power to end bullying are taught and practiced. The goal of the program is to empower students to use empathy and reconciliatory justice with their peers.



### Happy Bear

A personal safety program empowering young children to protect themselves from sexual abuse. All Saline County students enrolled preschool through 2nd grade are taught to say "no", walk away, and tell someone if they get a touch that makes them feel mad, sad, or scared.



### Chris's Place: Child Advocacy Center

Chris's Place coordinates an investigative multi-disciplinary team response for children involved in allegations of sexual abuse or serious physical abuse. Children receive a forensic interview in a child-focused environment by a specially trained interviewer, where coordinated and specialized services for advocacy, mental health and medical services are offered.



### CASA

#### (Court Appointed Special Advocates)

The Ottawa and Saline County CASA Program recruits, trains and supports community volunteers who advocate for the best interest of abused and neglected children involved in the local court system. CASA volunteers work to ensure the children's needs are met and to assist the court in obtaining a safe, permanent placement as quickly as possible.

## Impact of Services

### From A Parent



Being a full-time stay-at-home mom can be very overwhelming. When I heard about CAPS Respite Care, I thought it would be a good opportunity for my kids to get some socialization. Impact-wise, it has been very positive. Overall, my kids are much more well-rounded from when they were at home and just with mom the whole time. It's offered me the time to do the work I need to do but not lose time with my children.