

People's Place Action Plan

The Strategic Planning Committee's guiding principles for this plan are to focus on strengthening a culture that values employees and establishes unity as well as increasing the agency's ability to recruit and retain quality staff.

Current & Ongoing Issues

Issues	Steps/Progress	Person(s) Responsible	Projected/Completed Date
Benefits/Compensation Package <i>Short-term</i> A. Health Insurance (communication)	A. 1. Form a benefit subcommittee comprised of various staff 2. Increase agency contribution 3. Start the health insurance data collection & comparison in late winter 4. Explore opportunities to reduce health costs thru wellness programs 5. Explore ancillary insurance programs for short/long-term coverage and explore whether part-time and full time staff are eligible. Aflac will provide a presentation to staff.	A. 1. Mike Kersteter 2. Mike Kersteter 3. Benefits Subcommittee 4. Benefits Subcommittee 5. Mike Kersteter	1. Committee formed annually in January. 2. To be reconsidered annually. 3. Performed Annually 4. Performed Annually 5. May 2010
B. 401K	B. 1. Explore possibility of contributions to 401K	B. 1. Fund raising committee	1. Project a 1% match for employees; evaluated annually
C. Mileage-routine revisions	C. 1. Review mileage rates each May & Nov	C. 1. Exec Team	2. Ongoing Semi-annually
D. Mileage-rethinking from your home	D. 1. Educate staff on calculating mileage	D. 1. Program Directors and/or supervisors	1. Ongoing

Issues	Steps/Progress	Person(s) Responsible	Projected/Completed Date
Incentives <i>Short-term</i> A. Recognition & Understanding of Employees/Volunteers	A.1. Form an Employee Recognition and Understanding Subcommittee 2. Explore current practices & make recommendations 3. Develop a culture that internalized employees value and establishes unity within the agency 4. Explore ways to improve relationships between admin & program & program to program	A. 2.-4. Employee Recognition and Understanding Subcommittee	1. Completed 2. Review recommendations from subcommittee in March meeting
Safety <i>Short-term</i> A. Weather Provisions	A. Safety Committee to review current provisions and revise	Safety Committee	1. Ongoing
B. Safety Provisions (emergency procedures, lighting, contact information, etc)	B. 2. Review and Update safety policy Semi-annually 5. Update safety manual	Safety Committee	2. Ongoing 5. Ongoing
C. Safety Manual Training	C. Identify trainers, establish training schedule, monitor training activities	Safety Committee	
D. Emergency Preparedness	D. Identify trainers, establish training schedule, monitor training activities	Safety Committee	
Communication & Training <i>Short-term</i> B. IT Issues	B. 1. Improve staff competency; schedule training as needed 2. Prepare for upgrade to Windows 7, new operating system 3. Educate staff on Windows 7 and provide training as needed	Mamie	2. Ongoing
D. Orientation/training of New Hires	D. 4. Evaluate practices to insure the introduction of new employees	4. Employee Handbook Subcommittee	4. Ongoing
E. Boundaries for staff	E. 1. Identify alternative resources for boundary training that is affordable	1. Joe & Cherelyn available to do training	1. Ongoing Quarterly Training

Issues	Steps/Progress	Person(s) Responsible	Projected/Completed Date
F. Coping with Staff Conflict	F. 2. Use CCJ as a resource for conflict resolution training -Programs schedule training with CCJ -Programs to utilize volunteer mediators for staff/client conflicts	2. Program Directors	2. Ongoing
Leadership & Fairness <i>Short-term</i> A. Stabilizing changes with new leadership	A. 1. Develop training and education for new PD's 2. Develop a PD/supervisor handbook	Executive Team & PD's	1. -2. Discuss in the next PD meeting Nov 09.
B. Smoking Policies for Clients	B. 1. No changes-Current policy is sufficient. PD's will continually review policy with staff.	1. Program Directors	1. Ongoing
Program Issues <i>Short-term</i> E. Mission at SAFE	E. 1. Work on improving current staff's commitment to the mission. 2. Recruit new staff that are committed to the mission.	Marcey	Ongoing
F. Clarity & Consistency Between Shelters	F. 1. Staff work at both shelters not just one or the other 2. There is daily updates and communication shared between staff at both shelters	Marcey	Ongoing
H. Sleeping Policies	H. Clarify policies to staff	Program Directors	Ongoing
J. Smoking Policies for Clients	J. No changes-Current policy is sufficient. PD's will continually review policy with staff.	Program Directors	Ongoing

Deferred Issues

*Work will continue on the deferred issues below once the new Director of Development and the Property Maintenance Manger is hired.

Issues	Steps/Progress	Person(s) Responsible	Projected/Completed Date
Benefits/Compensation Package <i>Long-term</i> A. Career Ladder & employees compensation (experience vs education)	A. 1. Form a subcommittee for input and recommendations on career ladder & comp. 2. Solicit additional recruits for subcommittee 3. Address/Implement recommendations of subcommittee	A. 1. Compensation and Career Ladder subcommittee 2. AD's to request via PD's 3. Compensation & Career Ladder subcommittee	A. 1. C&CL met 8/28/08 2. Completed 3. Address after Director of Development has been hired
B. Tuition Reimbursement	B. Forward this issue to fundraising committee	B. Fundraising committee	B. Address after Director of Development has been hired
C. Health Insurance (agency contribution)	C. 1. Explore new ways to subsidize health insurance	C. 1. Fundraising committee	C. Address after Director of Development has been hired
Incentives <i>Long-term</i> B. Fund raising event	B. 1. Structure fund raising event for staff 2. Reduce event costs to staff 3. Increase staff participation in events	1.-3. Fund raising event subcommittee	B. Address after Director of Development has been hired
C. Monetary Compensation for Goal Attainment	C. 1. Form a Compensation & Career Ladder subcommittee	1. Fundraising committee	C. 1. Address after Director of Development has been hired

Issues	Steps/Progress	Person(s) Responsible	Projected/Completed Date
D. Merit Based Bonuses	D. 1. Form a Compensation & Career Ladder subcommittee	1. Fundraising committee	C. 1. Address after Director of Development has been hired
E. Agency Action Plan	E. 1. Review agency action plan at future staff meetings	1. Mike Kersteter & Director of Development	1. Address after Director of Development has been hired
Safety <i>Short-term</i> B. Safety Provisions (emergency procedures, lighting, contact information, etc)	6. Conduct a safety analysis of all programs 7. Conduct regular safety checks of all agency properties 8. Review terms of worker's compensation discount for agency safety measure 9. Determine what safety measures will need to be implemented to qualify for discount 10. Implement safety measures	Safety Committee	6-10. Involve the Property Maintenance Manager in Safety Committee
Program Issues <i>Short-term</i> B. Paid Training	B. 1. Explore ways to supplement training for programs that can not offer training due to budget constraints.	Compensation & Career Ladder subcommittee	1. Address after Director of Development has been hired

Resolved/Completed Issues

Issues	Steps/Progress	Person(s) Responsible	Projected/Completed Date
Benefits/Compensation Package A. Health Insurance (communication)	2. Increase agency contribution - A one-time agency contribution of \$750 for FY 2009. - Agency contribution increased to \$250 for FY 2010.	2. Mike Kersteter	2. Evaluate agency contribution annually
B. 401k	B. 1. Change brokerage to increase information and education for participants 2. Explore possibility of contributions to 401K for 2008 3. Contact TDA broker to provide info & educ to participants	1. Mike Kersteter 2. Fund raising committee 3. Mike Kersteter	1. New broker, John Hancock 7/08. 2. 1% match for employees on vested schedule, evaluated annually 3. Cannot offer TDA and 401K with agency contribution, TDA dropped
C. Mileage-routine revisions	C. 1. Determine mileage increase (increased 7/1/08 from .36 to .42) 2. Review mileage rates each May & Nov	1. Exec Team 2. Exec. Team	1. Completed 5/08 2. Reviewed semi-annually
D. Mileage-rethinking from your home	D. 1. Determine whether mileage formula can be simplified 2. Develop tools for assisting staff with mileage forms 3. Educate staff on calculating mileage	1. Blanche & Mamie 2. Blanche & Mamie 3. Program Directors and/or supervisors	1. Completed 7/08 2. Completed 7/08 3. Ongoing
Incentives <i>Short-term</i> E. Agency Action Plan	E. 1. Disseminate agency action plan to staff a. distribute action plan to PD's b. PD's to advise staff action plan will be in pay envelopes and on website	1.a. Mike Kersteter b. PD's	1.a. Completed b. Completed
Safety <i>Short-term</i> B. Safety Provisions (emergency procedures, lighting, contact information, etc)	B. 1. Revitalize Safety Committee 4. Review safety policy in PD mtg 9/16/08	Safety Committee	1. Completed 4. Completed

Issues	Steps/Progress	Person(s) Responsible	Projected/Completed Date
<p>Communication & Training <i>Short-term</i> A. Shift Changes-process for the exchange of communication/documentation</p>	<p>A. 1. Evaluate the process by which information is communicated/documented 2. Develop policies and procedures for shift changes 3. Disseminate new policies and procedures</p>	<p>1. Residential PD's (Marcey to contact Aimee, Shelley) Meeting 7/15/08</p>	<p>1. Evaluation complete 7/08 2.NSD to develop P&P with staff. P & P already in place @ SAFE & GH 3. Completed</p>
<p>B. IT Issues</p>	<p>B. 1. Develop e-mail policies including evaluating e-mail use for important issues a. Revise e-mail policy 2. Improve staff competency</p>	<p>1. IT staff & Mamie 2. Mamie- Trainings held for staff</p>	<p>1. a. revised 11/2/09 and semiannually thereafter 2. Training June 2008</p>
<p>C. Policies & Procedures</p>	<p>1.Evaluate current practices for development & dissemination of policies and procedures Evaluation complete 7/08. Policies & Procedures subcommittee meets quarterly and propose changes, revisions go to PD mtg for final review, policies are distributed quarterly 2. Consider revision of immediate family definition a. clarification on children who do not live in the home (stepchildren, biological children) b. clarification on extended family members living in the home i.e. uncle/aunt, etc. Is current list of family members exhaustive? c. determine definition of "child"(under 18, dependent child over 18 (college student) or infirm child over 18). The definition of the immediate family was revised for clarification by the Policies & Procedures Committee and approved in the Prgm Directors meeting. The new policy has been distributed.</p>	<p>C. 1. PD's. 2. PD's It was decided that the current definition of immediate family will not be amended at this time.</p>	<p>1.Complete 2.Complete</p>

Issues	Steps/Progress	Person(s) Responsible	Projected/Completed Date
D. Orientation/training of New Hires	D. 1. Evaluate current training practices a. Document current practices b. E-mail PD's to request documentation c. Combine current practices & review in PD meeting 2. Develop policies and procedures for new hire a. Employee handbook subcommittee to incorporate appropriate new hire orientation/training in handbook 3. Disseminate policies and procedures for new hires	D. 1. a. PD's b. Mike c. AD's 2. Employee Handbook Subcommittee 3. Admin	1. Completed 2. Completed 3. Completed
E. Boundaries for staff	E. 2. SAFE to determine whether Denise Bray (Girl's Initiative) is available to train other programs Denise Bray is providing training for several programs	2. Marcie/Cherelyn	2. Completed
F. Coping with Staff Conflict	F. 1. Reviewed current practices to resolve conflict 3. PD meetings utilized to discuss staff conflicts 4. Grievance procedures will be utilized as needed		A. 1., 3., 4.No further action required
Leadership & Fairness <i>Short-term</i> B. Smoking Policies for Clients	B. 1. No changes-Current policy is sufficient. PD's will continually review policy with staff.	1. Program Directors	1. Reviewed-no changes to policy
Program Issues <i>Short-term</i> A. Differential Rates (including for supervisors who cover shifts)	A. 1. Reviewed-No action required	1. Program Directors	1. No Action
C. Flexibility in System (staff schedules)	C. 1. Review Work Hours Policy and consider revising it to clarify flex time. 2. Work Hours Policy has been amended to read "in some programs there are positions for which job duties are not tied to specific hours of operation. Under such circumstances flextime may be approved by the supervisor"	1. Executive Team	1. Completed- June 2, 2008

Issues	Steps/Progress	Person(s) Responsible	Projected/Completed Date
D. Support for Billing Staff	D. 1. Ask TP/CC/Admin for more information to help the committee determine what this means. Discuss at the next Retention Task Force Meeting	1. Mike – CC/Admin	1. Cannot determine the source of the information
G. Weekend Access to supervisors/directors	G. More information needed	1. Program Directors	1. Following 7/15/08 meeting it was determined no further action is required
I. Private Office Space	I. Issue was reviewed by the Executive Team	ET	No longer an issue
K. Safety issues-SAFE	K. 1. Increase lighting in Sussex outside area 2. Consider panic buttons for both shelters 3. Consider connecting Sussex alarm to service 4. Re-evaluate security cameras at both shelters 5. Determine security camera needs at both shelters	Marcey	1. Continue to evaluate 2. Panic buttons have been purchased 3. Sussex is connected to alarm service 4. & 5. Purchased new cameras for both shelters 7/08