



# Disrupting the Impact of Poverty

**Strategic Plan**

2019-2021



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Cook County, the wonderfully diverse and often magnificent community we call home, is also a complex tangle of economic and racial inequalities reinforced by persistent structural and cultural barriers.

Generational poverty keeps many of our neighbors from achieving self-sufficiency and improving their quality of life. It is increasingly apparent that these fundamental divides—which affect the well-being of every one of us—cannot be eliminated without focused attention and resources and a coalition of engaged community partners.

At CEDA we have always worked in partnership with communities to empower families and individuals to achieve self-sufficiency and to improve the quality of life of every person who seeks our services. But as populations shift and the landscape of poverty continues to evolve and change, we face new challenges. To rise above these challenges we must leverage not only our unique strengths, innovative vision, and the passion and dedication of our board and staff but also our strategic partnerships. We must take full advantage of the power and potential of our entire community to continue to deliver excellent results and an unmatched quality of care.

Our strategic planning process provided the opportunity for thoughtful leadership, an engaged board, community partners and stakeholders, and dedicated staff to together set a new direction and move the organization forward. In developing our 2019-2021 Strategic Plan we considered how our organization could play a more meaningful role in breaking down the barriers faced by so many members of our community.

The process inspired a reaffirmation of our focus on our core mission of empowering families and individuals. This mission is represented in our new commitments, including:

- Developing infrastructure at CEDA and in communities that builds neighborhood networks and relationships that strengthen and increase civic engagement
- Creating capacity to research, learn about, and advocate for policy and system changes alongside community residents
- Improving community conditions through the removal of barriers and the development of resources needed to achieve opportunity, security, and well-being for all
- Providing supports and services that build people's capabilities in a manner that is accessible, integrated, and empowering and recognizes their humanity, individual capacities, and challenges

I am excited to see how we come together in the coming months and years to continue to provide the compassionate service for which we are known, while even better utilizing the talent, resources, and community partners in working toward our shared goal of disrupting the causes of poverty in Cook County.

As always, thank you for your service and your commitment to our vision for our community.



President and Chief Executive Officer



## II.

### CEDA

#### *History and Background*

The Community and Economic Development Association of Cook County, Inc. (CEDA), is a private, nonprofit Community Action Agency (CAA) providing community and economic development programs and direct human services that address the needs of low-income residents and communities in Cook County, Illinois. The agency's roots can be traced to the passage of the Economic Opportunity Act of 1964 by US Congress. The following year, in 1965, the Cook County Board of Commissioners created the Cook County Office of Economic Opportunity as the CAA designated to provide services for residents of suburban Cook County. In June of 1966, the Cook County Office of Economic Opportunity became incorporated as a private, not-for-profit, and tax-exempt corporation (later to be renamed as CEDA). In 1967, the organization was recognized as the designated CAA for addressing poverty in suburban Cook County.

As a CAA, CEDA is part of a distinguished national network of 1,000-plus CAAs. CAAs share a common set of core principles—precepts rooted in both their governing legislation—the Community Services Block Grant (CSBG)—and their history and knowledge developed over 50-plus years of service.

#### *Community Action Network Core Principles*

Recognize the complexity of the issues of poverty.  
Build local solutions specific to local needs.  
Support family stability as a foundation for economic security.  
Advocate for systemic change.  
Pursue positive individual, family, and community level change.  
Maximize involvement of people with low incomes.  
Engage local community partners and neighbors in solutions  
Leverage state, federal, and community resources.

*These principles are embedded in three unique requirements: local agency governance; community assessment and planning; and resource coordination for maximal impact. These three requirements give rise to a powerful approach not found in other private and public community-based institutions.*

CEDA is governed by a 15-member board of directors. For over 50 years CEDA has maintained a board of directors who come from a primarily suburban cross section of Cook County that includes the public sector—public officials (or their representatives) and people from low-opportunity neighborhoods (democratically selected individuals with low incomes or their representatives)—and individuals from a range of private-sector entities including business, education, health care, and civic organizations.

CEDA sponsors or manages over 28 distinct services and strategies that empower individuals living in poverty and improve community conditions so people can reach their full potential. CEDA is comprised of five program areas:

- Family Support and Community Engagement (FSACE) Programs
- Energy Services
- Housing Services
- Home Weatherization, and
- the Women Infants and Children (WIC) Program

At some point in our lives, we all need a helping hand. CEDA is a trusted source of support for many individuals in Cook County. With a staff of more than 300 employees and an annual budget of over \$110 million, CEDA provides support to approximately 360,000 individuals living in poverty every year. Each year, over 100 individuals volunteer with CEDA.

*Families and individuals* turn to CEDA when help is needed to buffer the stressors and threats we all face. The man who finds out his job is being eliminated due to automation turns to CEDA for retraining and job-hunting support. The retired home-health aide—having worked her entire life and paid into Social Security—turns to CEDA for help weatherizing her home, thereby reducing utility expenses and making it possible for her to continue living independently in the home she owns.

*Communities* play an enormous role in the success of individuals and families. CEDA's activities in the community, along with those of many others, create conditions in the areas of education, employment, housing, transportation, civic engagement, and health care that build the well-being of individuals throughout all phases of the life cycle. CEDA weatherization services increase the energy efficiency of the housing stock in Cook County, which not only helps families save money on heating and cooling their homes but reduces residential energy use in the community. A community's commitment to investing in infants early, with programs such as WIC, creates conditions for people to succeed and achieve health and well-being later in life.

In 2018 CEDA programs

- reduced the energy burden of 144,342 households
- improved the nutritional status of some 58,700 people through creating access to healthy food
- assisted 422 households to make progress on their self-determined goals to financial stability
- helped 94 unemployed adults find jobs

## II.

### CEDA

### *History and Background*

(continued)



### III. *Strategic Planning Methodology*

In 2018 CEDA completed a comprehensive community needs assessment to determine the conditions and causes of poverty that prevented individuals and families in Cook County from reaching their highest potential.

CEDA's 2019–2021 strategic plan process was purposefully designed to build shared commitment across, up, and down the agency—in addition to providing enough time for staff to research and learn about what works instead of simply continuing the agency's existing services and strategies.

In August 2018, CEDA launched a Strategic Thinking and Planning Laboratory. A committee was formed to help with coordination and planning. Staff from all programs and levels of the agency were recruited to attend two Laboratory meetings. Board members were also invited to attend. The first Lab was held in September and the second in November.

At the first Lab participants analyzed the community needs assessment, prioritized problems, and developed draft assumptions about the causes of these problems. Participants divided into teams and drafted plans to conduct further research into the problems and causes, as well as to learn about what solutions could be effective. Lab participants also identified critical questions the agency might need to face in the upcoming three years.

In November lab participants reconvened to present their research and recommend services or strategies that CEDA could pursue to address prioritized problems. Those recommendations are reflected in this strategic plan.



CEDA's comprehensive community needs assessment incorporates information collected over the past three years, including surveys gathered in 2018 from more than 2,300 customers and other residents of low-income communities and 470 community and agency stakeholders. During 2018 community forums were held in all three of CEDA's suburban regions with 112 community residents participating. Together with one-on-one interviews, these forums provided important qualitative data directly from CEDA's constituents. The most current available demographic and poverty data were collected from many expert sources to provide the most accurate and complete picture possible regarding the causes and conditions of poverty in suburban Cook County.

To conduct this comprehensive community needs assessment, CEDA formed a workgroup of 12 staff members representing front-line staff and managers from each of the program areas, as well as the Information and Planning Unit and the executive team. The workgroup met twice a month from October 2017 through June 2018 to analyze the data and determine key findings. The analysis and key findings below were used to inform the 2019–2021 strategic plan.

#### *IV. Summary of Community Needs Assessment Analysis*



# Key Findings from the 2018 Community Needs Assessment and Strategic Thinking and Planning Labs

## *The suburbs are growing poorer.*

Since 2000, the number of low-income people (those living below 125% of the federal poverty level) in suburban Cook County has swelled by an alarming 77%.

## *Disparities exist between suburban regions and communities.*

Long-established patterns of racial and economic separation persist, resulting in troubling opportunity disparities across the region. The southern suburbs have a lower median income and a far greater proportion of African Americans. Near west suburbs have concentrated Hispanic populations and modest income relative to the northern and northwest suburbs. The Chicago region is one of the most racially segregated regions of the nation.

## *Suburbs are under-resourced for addressing poverty.*

Many public and charitable human service resources are focused or available only in Chicago. Complicating the coordination and provision of human services in the county is the fact that suburban Cook County is comprised of 134 municipalities and 30 different townships. County government capacity is taken up in large part with the enormous court, detention, and health systems, leaving current efforts at community economic development in the suburbs fractured and sporadic.

## *Stagnant wages and poor-quality jobs are making it hard to escape poverty.*

Forty percent of CEDA customers surveyed (920 of 2,300 surveyed) indicated that finding a job that will support my family was a top priority. The primary feedback customers provided in 2018—in contrast to what CEDA has heard in past assessments—was their need of a “good paying job.” While the number of jobs has been increasing since the start of the economic recovery, the growth is often in low-paying occupations. Additionally, there is a mismatch between the location of jobs and the location of affordable housing in and around Cook County. Emerging suburban job centers are mostly in the collar communities and do not have public transit.

## *Housing is becoming less and less affordable, and the supply is insufficient.*

Ninety-one percent of suburban renters with annual incomes below \$35,000 are “rent burdened,” meaning their housing costs are more than 30% of their income. Sixty-one percent of this group are paying more than half their household’s income on housing. The Institute for Housing Studies at DePaul University estimated it would take 64,525 affordable housing units to fill the demand for affordable housing in suburban Cook County.



# Other Issues Examined during the Community Needs Assessment and Strategic Thinking and Planning Labs

## *Education*

A significantly high number of respondents to the CEDA community needs survey, 69%, identified “lack of education” as their response to the question, “Why do you believe people have problems getting or keeping a full-time living-wage job?” Suburban Cook County includes 146 public school districts, with 28 high school districts and 117 elementary or consolidated school districts. The quality of public schools and school spending have strong regional differences. Elementary students ready for the next grade level range from 51% in the north region to 30% in the west region and 26% in the south region.

## *Transportation*

Life in the suburbs still requires having a car; however, car ownership is expensive. Due to the outdated design of the transit system and economic growth patterns, there are now many jobs in parts of the county, or in collar counties, that are not accessible by public transportation. People in suburban Cook County are living in a transit desert.

## *Health*

According to 2016 census data, only 10.3% of suburban Cook County residents are without health insurance. Health inequity and the social determinants of health are getting increased attention in the public health arena of Cook County.

## *Crime*

CEDA found a continued level of crime reported among its low-income customers and community members during the 2018 Community Needs Assessment.

## *Child Care*

The cost of childcare for an infant in Cook County is estimated to be \$13,500 a year. Working families face a number of childcare challenges: Workers employed under 30 hours a week are not eligible for Illinois Child Care Assistance. There is a shortage of qualified childcare centers or home providers during non-traditional hours. And families experience a “benefits cliff” when they receive even modest raises that push their incomes above the threshold for Illinois Child Care Assistance.

## *Social Capital and Civic Engagement*

CEDA surveyed 600 customers to glean additional information and test assumptions about grass roots engagement. Eighty-three percent of respondents agreed with the statement, “At risk communities lack grassroots organizations to bring neighbors together and address local challenges.”

## V. Vision, Mission, Philosophy, and Priority Results

### Vision

Disrupting the impact of poverty for people and places in Cook County.

### Mission

To work in partnership with communities to empower individuals and families to achieve self-sufficiency and improve their quality of life.

## Philosophy

### *Belonging for All*

We believe all people are welcome and have the right to belong in society. Belonging includes treating all people with dignity, and that people are seen and valued in the community. This philosophy rejects dehumanizing forms of marginalization and discrimination that treat people as “other.” Belonging means everyone has a voice. We believe the voices of all community members, but especially those of our most marginalized members should be heard, raised up, and used to guide our advocacy, policy solutions, and future innovations.

### *Structural Barriers Drive Poverty*

We believe structural barriers such as global labor competition, government investment decisions, discrimination, residential segregation, and gentrification are responsible for creating barriers that must be addressed if people are to reach their full potential and belong in and contribute to society. These barriers are complex and compel us to work alongside our customers, community members, and partners from all sectors, including government, education, business, non-profit, civic, and philanthropy to find new solutions for community mobilization.

### *Support That Empowers*

We believe that from time to time people need supports that reduce material hardship, improve conditions, and help people fulfill their potential. We believe such supports should be provided by high-quality integrated services that are accessible and empowering and that recognize people’s humanity, individual capacities, and challenges. We believe in providing these supports in a manner that increases people’s sense of control over the trajectory of their lives.

## *V. Vision, Mission, Philosophy, and Priority Results*

# Priority Results

1. Number of CEDA customers with increased skills, knowledge, and abilities to enable them to work with CEDA to improve conditions in the community
  - a. Number of CEDA customers who improved their leadership skills
  - b. Number of CEDA customers who improved their social networks
  - c. Number of CEDA customers who gained other skills, knowledge, and abilities to enhance their ability to engage
2. Number of initiatives, campaigns, movements, or community initiatives led by CEDA (or jointly led as key partner)
3. Increased number of new accessible assets/resources created in the identified community (areas identified by residents)
4. Increased number of safe and affordable housing units maintained and/or improved through WAP or other rehabilitation efforts in the identified community
5. Number of individuals who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills
6. Number of individuals who achieve one of more outcomes in various domains
7. Number of individuals connected to resources to resolve material hardships or improve their human capabilities
8. Number of youth (9th–12th grade) who demonstrated improved positive approaches toward learning, including improved attention skills
9. Number of households with improved home energy efficiency and/or reduced energy burden
10. Number of individuals who avoided a utility shut-off or whose energy service was restored after disconnection



## *What we will do...*

1. Conduct environmental scan to identify potential partners, resources, and gaps in CEDA's service area for civic and community engagement activities.
2. Identify areas where CEDA will start building or enhancing infrastructure for deeper civic engagement efforts.
3. Offer community initiative skill building, including leadership and collective impact training for CEDA staff and community residents.
4. Establish key partnerships with a wide diversity of individuals and organizations.
5. Encourage neighborhood-level community initiatives driven by local residents. Areas of potential interest within CEDA's mission include racial equity and health access and disparities, educational opportunities, quality jobs, affordable housing, and transportation options.
6. Expand volunteer opportunities for residents, which may include customer speaking cohort, partner boards, CEDA activities, CEDA board of directors.

### *Program Commitment 1*

#### **Bridging Across Differences to Expand Civic Engagement**

*Develop infrastructure at CEDA and in communities that builds neighborhood networks and relationships that strengthen and increase civic engagement.*

## *How we will measure results...*

1. Increased number of resident/customer leadership training programs created
2. Number of CEDA customers with increased skills, knowledge, and abilities to enable them to work with CEDA to improve conditions in the community
  - a. Number of CEDA customers who improve their leadership skills
  - b. Number of CEDA customers who improve their social networks
  - c. Number of CEDA customers who gain other skills, knowledge, and abilities to enhance their ability to engage
3. Percent increase in donated time to support CEDA's delivery of services and/or implementation of strategies to address conditions of poverty in the identified community
4. Percent increase of people participating in public hearings, policy forums, community planning, or other advisory boards related to CEDA's delivery of service and/or implementation of strategies to address conditions of poverty
5. Percent increase of people with low incomes who acquire and maintain leadership roles with CEDA or other organizations within the identified community



*Program Commitment 2*

**Building Policy and  
Advocacy Capacity to  
Drive Change**

*Create capacity to  
research, learn about,  
and advocate for policy  
and system changes  
alongside community  
residents*

*What we will do...*

1. Secure a few key partners with a shared vision and purpose and establish MOUs agreeing to assist each other in policy development.
2. Research and develop data and catalog possible evidence-based strategies and best practices to help local residents share agendas and advocacy plans.
3. Conduct regular and ongoing listening and learning sessions in CEDA service areas. Partner with diverse neighborhood grassroots groups.
4. Engage board voices in advocacy efforts.

*How we will measure results...*

1. Number of key partnerships established to develop joint policy or systems change positions
2. Number of policy and systems change positions researched and developed with community residents
3. Number of initiatives, campaigns, movements, or community initiatives led by CEDA (or jointly led as key partner)
4. Number of agency engagements on boards, councils, committees or coalitions

### *What we will do...*

1. Nurture and support local collective impact initiatives driven by residents to improve the community conditions they want to address. CEDA will provide anchor or backbone support, including policy and systems knowledge.
2. Weatherize single- and multi-family homes.
3. Partner with the Greater Chicago Food Depository to increase access to healthy food in the suburbs of Chicago.
4. Construct and/or rehabilitate affordable housing units.

### *Program Commitment 3*

### **Improving Community Conditions**

### *How we will measure results...*

1. Increased number of new accessible assets/resources created in the identified community (areas identified by residents)
2. Increased number of existing assets/resources made accessible to the identified community (areas identified by residents)
3. Increased number of safe and affordable housing units maintained and/or improved through WAP or other rehabilitation efforts in the identified community
4. Increased number of safe and affordable housing units developed in the identified community (i.e., built or set-aside units for people with low incomes)

*Community conditions are improved through the removal of barriers and the development of resources needed to achieve opportunity, security, and well-being for all.*

*Program Commitment 4*

**Providing Support that  
Strengthens Capabilities  
and Empowers  
Individuals and Families**

*Support and services  
that build people's  
capabilities will be  
provided in a manner  
that is accessible,  
integrated, and  
empowering and  
recognizes their  
humanity, individual  
capacities, and  
challenges.*

*What we will do...*

1. Support and assist with locating affordable rental options.
2. Provide transitional housing to homeless veterans.
3. Offer job readiness assistance and direction.
4. Provide scholarships for post-secondary education.
5. Provide dental care vouchers.
6. Provide vision care vouchers.
7. Provide short-term case management to families seeking CEDA services.
8. Offer car repair vouchers, gas or transit cards to assist individuals pursuing work, education, health care.
9. Share Information and referral services with individuals in suburban Cook County to connect them with existing services and resources in the area.
10. Provide utility assistance to households having difficulty maintaining heating or cooling utilities.
11. Provide food assistance to pregnant mothers, infants, and children.
12. Provide infant health assessments.
13. Provide targeted nutrition assistance to residents in food desert areas.
14. Provide breastfeeding education and supports.

*How we will measure results...*

1. Number of unemployed adults who obtained employment and, of these, the number who maintained employment for at least 90 days
2. Number of individuals who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills
3. Number of individuals who completed coursework in pursuit of a bachelor's or advanced degree
4. Number of households who obtained safe and affordable housing
5. Number of households who maintained safe and affordable housing for 90 days; for 180 days
6. Number of households experiencing homelessness who obtained safe temporary shelter
7. Number of households who avoided eviction
8. Number of households who experienced improved health and safety due to improvements within their home (e.g., reduction in or elimination of radon, carbon dioxide, and/or fire hazards or electrical issues, etc.)
9. Number of individuals who demonstrated improved physical health and well-being
10. Number of individuals who experience improved health and nutrition because of increased access to healthy food
11. The number of households who experience stronger linkages to healthcare systems and greater health care access for children
12. Number of individuals who achieve one or more outcomes in various domains
13. Number of individuals connected to resources to resolve material hardships or improve□ their human capabilities
14. Number of individuals who achieved and maintained capacity to meet basic needs for 90 days
15. Number of youth (9th-12th grade) who demonstrated improved positive approaches toward learning, including improved attention skills
16. Number of households with improved home energy efficiency and/or reduced energy burden
17. Number of individuals who avoided a utility shut-off or whose energy service was restored after disconnection
18. Number of individuals whose inoperable or "red-tagged" home heating equipment was□ repaired or replaced

*Program Commitment 4*  
(continued)**Providing Support that  
Strengthens Capabilities  
and Empowers  
Individuals and Families**

*Support and services  
that build people's  
capabilities will be  
provided in a manner  
that is accessible,  
integrated, and  
empowering and  
recognizes their  
humanity, individual  
capacities, and  
challenges.*



## *What we will do...*

### *Operational Commitment 1*

#### **Lead with Vision and Manage for the Future**



1. Staff committee will complete a Theory of Change and white paper on CEDA values and agency culture that intersects with the Theory of Change.
2. Establish intentional and strategic plan to deepen CEDA engagement in suburban Cook County. This may include examining partnerships, site locations, subcontractors, and staffing patterns.
3. Examine strategic plan commitments (civic engagement; policy and advocacy; services that build capabilities and empower) to determine if agency sites and staffing patterns are appropriately situated to achieve the outlined results.
4. Create highly effective generative partnerships and networks across multiple sectors to meet the needs of communities and families with low incomes.
5. Expand CEDA's representation on other nonprofit boards and other decision-making bodies of strategic partnerships.
6. Partner with purpose; make sure the partnership will help achieve the goals and objectives of the agency.
7. Centrally record all partnerships so everyone in the organization can check and make sure who in the agency is working with a partner.
8. Continue to hold "Breakfast with Harold" opportunities for uncensored communication between CEO and frontline staff.
9. Schedule board presentations, board tours, and other activities at satellite sites.
10. Create staff development plans agency-wide.
11. Explore and implement procedures and activities to increase employee job satisfaction/ morale.
12. Create or maintain systems and processes for continuous quality improvement.
13. Create a Development Plan to diversify funding and increase unrestricted income.
14. Add or assign staff necessary to carryout Development Plan.

*How we will measure results...*

1. Agency Theory of Change created
2. Agency values and culture paper established
3. New strategic plan completed
4. CEDA engagement and relationships in suburban Cook County deepened
5. Achievement of 100% of the Community Action Organizational Standards annually
6. Decreased employee turnover rate by 5%
7. Increased staff satisfaction with monetary and nonmonetary compensation and benefits
8. Agency scorecard created; information tracked and reported to board
9. Completion of inventory of existing partnerships and their purpose
10. Staff trained in continuous quality improvement (CQI)
11. CQI systems adopted across the organization and used for regular learning, review, and improvement
12. Management systems improved to provide useful data at important intervals
13. Increased funding diversification
14. Increased unrestricted income

*Operational Commitment 1*  
(continued)

**Lead with Vision and  
Manage for the Future**



## *Operational Commitment 2*

### **Integrate Delivery of High-Quality Services to Provide Seamless Paths of Poverty**



### *What we will do...*

1. Improve coordination across programs and address service coordination at the administrative/agency level to reduce the challenges and improve the outcomes of customers needing multiple services.
2. Assess customer satisfaction with access to and quality of services.
3. Create an employee advisory committee to explore improving integration of services (e.g., central intake, confidentiality, cross referrals, physical locations).
4. Establish the expectation that service integration is part of the organizational culture— “The way we do business at CEDA is we connect customers with what they need to build their future and realize their dreams”— (e.g., agency culture white paper, coaching practice approach, integrated training of new employees).

### *How we will measure results...*

1. Increased rate of customers accessing multiple services
2. Increase internal referrals

### *What we will do...*

1. Develop a Communications Plan and procedures to improve communications.
2. Add or assign necessary staffing to carry out Communications Plan.
3. Assess agency technology needs for improving staff communication internally (e.g., video conferencing, especially in conference rooms) and with customers (e.g., applications, social media).
4. Update and modernize website and establish infrastructure to initiate constant review and update.
5. Provide more staff training on SharePoint, MS Office, Smart boards, and other software as needed.
6. Review use of SharePoint and establish plans to enhance and include all resources.

### *How we will measure results...*

1. Increased public exposure of CEDA via media (press, radio, television, online) and public events
2. Increased website traffic
3. Increased use of internal information-sharing technology (SharePoint, OneDrive)
4. Increased overall staff satisfaction with communications and involvement

### *Operational Commitment 3*

#### **Use Effective Communications Systems and Strategies to Get Results to Tell Our Story**





These areas should be used as “screens” or lenses to assess future opportunities that emerge during the period covered by this plan. In today’s complex and changing world we cannot be sure what opportunities (or threats) we will face in the next three to five years. These screens can help us analyze opportunities as they emerge.

1. Will this opportunity deepen our engagement in suburban Cook County?
2. Will this opportunity help diversify funding or lead in some manner to diversification of funding?
3. Does this opportunity allow us to provide support that empowers? Is the opportunity coordinated, comprehensive, and high-impact with the potential to break the cycle of poverty for families or does it address a community-level key driver of poverty in suburban Cook County neighborhoods?
4. Does this opportunity help us to be knowledgeable, lead conversations, or partner with others in ways that promote belonging, equity, and community resilience?

## VIII.

### *Strategy*

### *Screens*

# X. Plan Implementation and Accountability Network

The implementation of the Strategic Plan will be conducted by staff and teams identified in the annual action plan with oversight from the president and chief executive officer and board. Teams will be formed around the three operational strategic commitments and each of the seven programmatic strategic commitments.

Teams will include “coalitions of the willing” with staff from across, up, and down the organization on each team. Team leaders will be identified in the annual action plan. Senior leadership will structure their meetings around the commitments in the plan, and the CEO will provide quarterly plan updates to leadership and the board.

An annual work plan will be created to support implementation of the strategic plan. The action plan will include the following details about each of the three operational commitments and the seven programmatic strategic commitments:

Strategic commitment	Resources/cost
Performance measures/indicators	Staff responsible
Commitment team lead	Target date of completion
Strategies for the year with action steps	Status explanation



## *Acknowledgements*

Completion of CEDA's 2019–2021 Strategic Plan would not have been possible without the engagement of the Strategic Thinking and Planning Lab participants. These participants attended four-plus days of Labs and conducted extensive research in between. We are very grateful for all the contributions staff and board have made to both the community needs assessment and the strategic plan.

### **Board of Directors**

Lisa Anthony  
Ron Bean  
Joyce Brown  
Steve Brunton  
Anne Campbell  
Mike Erickson

Sarah Flax  
Dick Larkin  
Martha Martinez  
Richard Monocchio  
Herb Porter

### **Staff**

Gail Allen  
Lonjohnice Allen  
Craig Antosh  
Kathryn Ballard  
Herman Brewer  
Latoya Butler  
Michele Chase

Lia Cruz  
Sonia Diaz  
John Gibert  
Peppy Golden  
Carol Hill  
Debra Hines  
Jane Hopkins

Barbara Hyshaw  
Andrea Lewis  
Auburn Love  
Silvia Magallanes  
Dimita McIntyre  
Eric Milan  
Glen Ofenloch

Lisa Ortiz  
John Pady  
Harold Rice  
Evelyn Rivera  
Margaret Saunders  
Jennifer Schmidt  
Patrick Skaggs

Debora Smith  
Marsha Stokes-Alexander  
Carolyn Taylor  
Jermaine Terrell  
Granada Williams

Strategic Thinking and Planning activities conducted by Jeannie Chaffin, LLC ([chaffin.jeannie@gmail.com](mailto:chaffin.jeannie@gmail.com))